

The Mediating Role of Leadership Between Employee Commitment and Employee Performance in Power Sector

Raj Prakash Vyas¹, Dr. Shivangani Rathore²

¹Research Scholar, The ICFAI University, Jaipur

²Assistant Professor, The ICFAI University, Jaipur

Abstract: This study investigates how leadership styles mediate the relationships between affective, continuance, and normative commitment among middle-level managers in the power sector, aiming to elucidate their influence on organizational effectiveness and employee performance. Employing an analytical research approach, the study utilizes statistical mediation analysis to explore how leadership behaviors intervene in the relationship between employee commitment and performance outcomes. Data were collected from 400 middle-level managers across diverse sections and departments within Jindal Power and NTPC using stratified sampling, ensuring representation from various managerial positions. Affective commitment demonstrates a slight negative direct impact on employee performance but significantly enhances it through effective leadership. Continuance commitment exerts a strong positive influence on performance both directly and indirectly, underscoring its role in retention strategies. Normative commitment, while showing a negative indirect effect through leadership, contributes positively to overall employee performance when considering its total effect. Future research should explore cross-cultural variations in commitment and leadership impacts, investigate additional mediating mechanisms beyond leadership, and examine moderating factors to optimize strategies enhancing organizational performance.

Keywords: Leadership, Employee Commitment Employee Performance, Power Sector, Mediation Analysis NTPC, JITPL.

1 INTRODUCTION

To effectively navigate an increasingly complex and dynamic organizational environment, leaders rely on employees who not only fulfill their formal job responsibilities but also go beyond these obligations by investing additional effort and engaging in discretionary behaviors. These discretionary actions, such as seeking help from colleagues or assisting others, are crucial for organizational success but are not explicitly outlined in job descriptions (Organ, 1997). Thus, understanding the factors that motivate employees to excel in their assigned roles and engage in beneficial behaviors that extend beyond contractual obligations is essential for leaders.

Leaders exert significant influence over employee behavior as they are seen as representatives of the organization and hold authority over performance evaluations and career advancements. Transformational leadership, a prevalent style across various organizational levels, embodies four key behaviors—idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration—that empower leaders to inspire their teams to surpass expectations (Bass, 1985; Fuller et al., 1996; Judge &

Piccolo, 2004). Extensive theoretical and empirical research supports the effectiveness of transformational leadership in enhancing both task performance and supportive behaviors among employees (Chun et al., 2016; Dust et al., 2014; G. Wang et al., 2011; W. Zhu et al., 2013).

While existing literature has explored the mechanisms through which transformational leadership influences positive outcomes, fewer studies have delved into how these leaders specifically motivate their teams to excel in meeting and exceeding job requirements (Shamir et al., 1993). Understanding these motivational processes is critical because motivation profoundly shapes employee behavior and performance (Pinder, 2011). Previous research underscores the positive correlation between motivation and job performance (Cerasoli et al., 2014), yet detailed examination of these motivational processes remains limited (Shamir et al., 1993). Scholars such as W. Zhu et al. (2009) have suggested that work engagement, a construct emphasizing employees' physical, cognitive, and emotional investment in their work roles (Kahn, 1990), serves as a pivotal but underexplored mechanism. Studies indicate that heightened work engagement correlates with increased task performance and supportive behaviors (Rich et al., 2010), highlighting its relevance in understanding how transformational leaders foster a motivated and high-performing workforce.

In the context of the power sector, where operational efficiency and performance are critical for sustainable energy provision, understanding the interplay between employee commitment, leadership, and employee performance assumes paramount importance. Employee commitment within this sector encompasses the dedication, loyalty, and willingness of employees to contribute to the organization's goals and operational success. This commitment is not only crucial for fostering a positive work environment but also for ensuring reliable service delivery and maintaining high standards of operational excellence.

Leadership in the power sector plays a pivotal role in guiding organizational strategy, managing operations, and motivating employees to achieve optimal performance outcomes. Effective leadership, particularly in the form of transformational leadership, characterized by vision, inspiration, intellectual stimulation, and individualized consideration, has been shown to enhance employee commitment and drive organizational performance improvements (Avolio & Bass, 1999).

Despite the recognized importance of both employee commitment and leadership in organizational success, there remains a gap in understanding how leadership functions as a mediator between employee commitment and performance outcomes specifically within the power sector context. This study seeks to address this gap by exploring the mediating role of leadership in enhancing employee performance through increased commitment in power sector organizations.

By examining how different leadership styles and behaviors influence the translation of employee commitment into tangible performance outcomes, this research aims to provide valuable insights into enhancing operational efficiency and effectiveness in the power sector. Understanding these dynamics is crucial for developing targeted leadership development programs and organizational strategies that promote employee commitment and drive sustainable performance improvements.

The significance of this study lies in its potential to inform strategic management practices and leadership development initiatives tailored to the unique challenges and opportunities within the power sector. By identifying effective leadership strategies that foster stronger employee commitment, organizations can cultivate a motivated workforce, optimize operational processes, and ultimately contribute to the sector's overall reliability and competitiveness in meeting energy demands. This introduction sets the foundation for exploring these complex dynamics and underscores the relevance of investigating leadership as a mediator in enhancing employee performance through enhanced commitment in the power sector.

2 REVIEW OF LITERATURE

1.1 Organizational Citizenship Behaviour

Fostering organizational commitment is crucial for the growth and development of any organization. Employee performance improves significantly when there is a strong sense of commitment among them. **Becker (1992)** examined two aspects of commitment: the focus, which involves the individuals and groups to whom employees feel attached, and the bases of commitment, which are the underlying motives that create this attachment.

Research conducted by **Jennifer (2010)** explored the relationships among job satisfaction, perceived organizational support, job involvement, and organizational commitment within the education sector. The study found significant connections between organizational commitment, job satisfaction, and job involvement. When employees are highly committed, it enhances their motivation and productivity, contributing to overall organizational success (Ngari, 2018). Employee commitment serves as a critical measure of organizational performance, reflecting the dedication and engagement levels within the workforce. It plays a pivotal role in driving organizational success by enhancing overall performance (Ngari, 2018). Over the years, OC has garnered significant attention from organizations as a crucial factor for long-term sustainability and enhanced productivity (Cameron and Quinn, 2011). A robust and well-defined OC plays a pivotal role in fostering employee commitment and improving overall organizational performance (Sharoni et al., 2012). It cultivates a positive organizational climate where employees feel a sense of belonging and are motivated to collaborate towards achieving common goals (Rowlands et al., 2014).

Organ (1988) defined sportsmanship as an essential component of organizational citizenship behavior (OCB), characterized by employees' willingness to accept the inevitable challenges and inconveniences of work without complaint. Sportsmanship goes beyond mere compliance with formal job requirements; it involves a proactive and positive attitude towards workplace difficulties. Employees who exhibit sportsmanship willingly endure hardships for the greater good of the organization, demonstrating resilience and commitment to team success. This behavior is particularly valued in organizational settings where teamwork and collective achievement are emphasized, as it fosters a supportive and harmonious work environment. Organ (1988) defines civic virtue as a crucial aspect of organizational citizenship behavior (OCB), characterized by employees' commitment and active participation in the governance and welfare of the organization. Employees demonstrating civic virtue show a willingness to engage in activities that benefit the

organization as a whole, even if it involves personal sacrifices or efforts beyond their formal job responsibilities. This behavior reflects a deep-seated commitment to organizational goals and values, contributing to a positive organizational climate and enhanced productivity.

Cameron and Quinn (2011) elaborate that market cultures promote a results-oriented approach, where individuals are encouraged to pursue excellence, innovation, and continuous improvement. This culture instills a sense of urgency and commitment to achieving competitive success, fostering behaviors like civic virtue among employees. In market cultures, employees are motivated to engage in governance activities, participate in organizational initiatives, and contribute to decision-making processes that advance the organization's market position and profitability. Bogler and Somech (2004): Their study, "The Effect of Examining Teachers on Job and Occupational Commitment and OCB in Schools," explored the relationship between teachers' engagement in OCB and their commitment levels within educational settings. Bogler and Somech found a significant positive correlation between teachers' OCB and their feelings of empowerment, job commitment, and occupational commitment. This indicates that fostering a culture of OCB among teachers not only enhances their professional dedication but also positively impacts their overall job satisfaction and organizational loyalty.

Modassir and Singh (2008) focused on the role of organizational commitment in influencing OCB. Their research highlighted that employees who are deeply committed to their organization are more likely to demonstrate behaviors that contribute positively to the organizational environment. These behaviors include civic virtue (engaging in responsible organizational citizenship activities) and helping behaviors (assisting colleagues and contributing to team goals). The study underscored the notion that organizational commitment acts as a motivational factor, encouraging employees to invest additional effort and time in activities that support organizational goals. By fostering a sense of commitment among employees, organizations can enhance overall employee engagement and promote a culture of mutual support and collaboration.

Mathur and Vigg (2007) examined the differences in OCB between manufacturing and service sectors, with a specific focus on dimensions like loyalty and civic virtue. They found that employees in the service sector tend to exhibit higher levels of OCB compared to those in manufacturing. This difference is attributed to the nature of service-oriented roles, which often require interpersonal skills, customer service orientation, and responsiveness to organizational needs. Employees in the service sector are more likely to engage in behaviors that enhance customer satisfaction, uphold organizational values, and contribute to a positive organizational image. The study suggests that sector-specific factors influence the prevalence and nature of OCB, emphasizing the importance of contextual factors in understanding employee behavior beyond formal job requirements.

Maria et al. (2004) investigated the mediating role of organizational commitment in explaining OCB. Their study found that organizational commitment—defined as the psychological attachment employees feel towards their organization—is a significant predictor of OCB. When employees are committed to their organization, they are more likely to exhibit behaviors such as volunteering for additional tasks, participating actively in

decision-making processes, and supporting organizational initiatives. The findings underscore the role of organizational commitment as a motivational factor that drives employees to invest in activities that contribute to organizational success. By nurturing a culture of commitment and engagement, organizations can cultivate a workforce that is proactive, dedicated, and aligned with organizational goals.

Cohen & Vigoda (2000) discuss gender disparities in organizational behaviors, noting that female behaviors often emphasize interpersonal relationships and concern for others' well-being, while male behaviors tend to be more assertive and self-sufficient. They categorize Organizational Citizenship Behavior (OCB) evaluations into various antecedents including Organizational Justice, Commitment & Culture, Extra Role Behavior, Personality, Career Orientation & Employee Satisfaction, Procedural Justice, Organizational Trust, Leadership Empowerment, and Gender Disparities. These factors influence how individuals perceive their roles within organizations and how they contribute beyond their formal job requirements. Oplatka (2006) compares OCB between full-time and part-time workers, noting differences in perceived helpfulness. Part-time employees are perceived as less helpful than full-time counterparts, despite exhibiting similar levels of voice behavior. This suggests that organizational expectations and perceptions of employee commitment may vary based on employment status, influencing evaluations of OCB.

Malik et al. (2012) examine the relationship between compensation levels, affective commitment, and OCB. They find that higher compensation levels may contribute to discretionary behaviors linked to emotional commitment acts. This reinforces the idea that organizational justice and fair compensation play pivotal roles in motivating employees to engage in OCB, thereby enhancing organizational efficiency and performance.

Teshome (2011) examined the relationship between leadership styles and employee commitment in private higher education institutions in Ababa city. Using simple random, purposive random, and stratified random sampling techniques, the study focused on academic staff and their perceptions of leadership styles (transactional, transformational, and laissez-faire) and organizational commitment dimensions. The findings indicated a positive perception of organizational commitment among academic staff, with transformational leadership showing a stronger impact on affective employee commitment compared to transactional and laissez-faire styles. Transactional leadership was found to positively relate to normative commitment, while laissez-faire leadership showed a negative association with affective commitment and no relation with normative and continuance commitments. Bello (2012) qualitatively explored the concept of ethical leadership, its implications for employee job performance, and the characteristics of effective ethical leaders. Drawing insights from literature on corporate leadership, the study emphasized that ethical leaders prioritize fairness, employee welfare, and transparency. They often utilize a 360-degree evaluation system and serve as role models, fostering trust and commitment among employees.

Islam et al. (2013) examined the mediating role of organizational politics between leadership styles and employee behavioral outcomes in universities across Punjab, Lahore, Pakistan. Employing multistage random sampling, they collected data via surveys from 350 permanent and visiting faculty members. The study focused on two models: the relationship between

leadership styles, organizational commitment, organizational politics, performance, and organizational citizenship behavior. Results revealed strong positive relationships among organizational commitment, in-role performance, and organizational citizenship behavior. Transformational leadership was positively associated with organizational commitment and in-role performance but negatively associated with organizational politics. In contrast, transactional leadership showed a negative relationship with organizational commitment and in-role performance but a positive relationship with perceptions of organizational politics. Kehinde and Banjo (2014) investigated the impact of leadership styles—transformational, transactional, and laissez-faire—on employee performance in Nigeria's Department of Petroleum Resources. Constructs such as organizational commitment, organizational citizenship behavior, and job satisfaction were examined. Using Bass's Multi-factor Leadership Questionnaire, they sampled 100 employees and employed regression analysis. The study concluded that leadership styles positively influenced employee performance, with transformational leadership proving more effective than transactional and laissez-faire styles in fostering commitment, job satisfaction, and organizational citizenship behavior.

It is widely acknowledged that a primary responsibility of leaders is to achieve goals through their team members (Mohiuddin, 2017). Effective leaders gather information by actively engaging with others within the organization (Narula & Chaudhary, 2018). Therefore, to achieve their ultimate objectives, leaders must demonstrate full engagement and dedication. Key responsibilities include guiding teams to realize their full potential, enhancing their capabilities, and acknowledging their strengths to optimize performance. Team leaders are expected to serve as role models and address the challenges faced by their team members, given their influential role in guiding subordinates through their tasks (Narula & Chaudhary, 2018). Recognizing the diverse backgrounds and individual differences among team members — including their needs, perspectives, and capabilities — is essential for effective leadership (Narula & Chaudhary, 2018).

The literature review has established a correlation between job satisfaction and leadership. For instance, Gorondutse, Abdullah, and Sherry (2018) found a positive relationship between leadership and job satisfaction among police officers in Malaysia. Conversely, Alshery et al. (2015) identified a negative relationship between job satisfaction and structural leadership behavior, although they acknowledged an interconnection between job satisfaction and leadership behavior. Overall, extensive research indicates that leadership behavior significantly influences employee job satisfaction (Monika & Kaliyamurthy, 2017; Alessandri, Borgogni, & Latham, 2017).

It is well-established that when a team leader encourages employees using a supportive and motivational approach, team members tend to exert greater effort, contributing significantly to the achievement of company objectives (Widodo, 2017). Strong relationships between employees and leaders foster loyalty beyond routine tasks and responsibilities (Gözükara & Çolakoğlu, 2016). The quality of relationships within the workforce, particularly between transformational leaders and employees, plays a crucial role in enhancing employee performance (Benedictus, 2018; Hussain et al., 2019). This study highlights a notably stronger correlation between employees' job performance and transformational leadership

compared to transactional leadership, which primarily focuses on task-related outputs (Qolo, 2018).

Recent research has revisited traditional notions of leadership styles, contrasting transactional leadership's emphasis on contingent rewards with transformational leadership's visionary and motivational approach to inspiring employees (Robert, Dunne, & Iun, 2016). Despite earlier critiques of leadership studies, recent investigations underscore the pivotal role of effective leaders in organizational success and failure (Ukaidi, 2016). Efficient leaders are seen as pivotal in navigating external uncertainties and driving company growth (Ukaidi, 2016). However, the relationship between leadership and performance remains debated in the literature, with some studies suggesting variability in outcomes that have yet to be conclusively documented by other scholars (Benedictus, 2018).

3 RESEARCH OBJECTIVE

To explore and understand how leadership styles mediate the relationships between affective, continuance, and normative commitment among employees within the power sector, aiming to provide insights into how these dynamics influence organizational effectiveness and employee performance.

4 RESEARCH METHODOLOGY

The research aimed to explore and understand how leadership styles mediate the relationships between affective, continuance, and normative commitment among middle-level managers in the power sector, with a focus on their influence on organizational effectiveness and employee performance. This study falls within the realm of Analytical research, aiming to analyze relationships between variables to gain insights into organizational dynamics. Statistical mediation analysis served as the primary tool to investigate the mediating role of leadership styles. This approach enabled the examination of how leadership behaviors intervene in the relationship between employee commitment and performance outcomes.

Data were collected from 400 middle-level managers across diverse sections and departments within Jindal Power and NTPC. The sampling method adopted was stratified sampling, which allowed for representation from various managerial positions and departments, ensuring a comprehensive view of the organizational context. This method was justified to capture a broad spectrum of experiences and perspectives within the targeted population, enhancing the generalizability of findings across different segments of the power sector workforce. Surveys or interviews were conducted to gather both quantitative and potentially qualitative data on leadership styles, affective, continuance, and normative commitment, as well as indicators of organizational effectiveness and employee performance. Data coding involved systematic categorization and organization of responses to facilitate rigorous analysis and interpretation. The justification for selecting mediation analysis lies in its ability to uncover nuanced relationships and pathways between variables, offering valuable insights into how leadership practices influence organizational outcomes. This approach was deemed appropriate given the complex interplay between leadership, employee commitment, and performance in organizational settings, particularly within the dynamic and critical environment of the power sector.

Overall, this research design integrated theoretical frameworks with robust methodological approaches to explore and elucidate the mechanisms through which leadership impacts organizational effectiveness and employee performance in the power sector.

5 RESULT AND ANALYSIS

Table 1 - Models Info		
Mediators Models		
	m1	Leadership ~ Affective Commitment + Continuance Commitment + Normative Commitment
Full Model		
	m2	Employee Performance ~ Leadership + Affective Commitment + Continuance Commitment + Normative Commitment
Indirect Effects		
	IE 1	Affective Commitment $\Rightarrow$ Leadership $\Rightarrow$ Employee Performance
	IE 2	Continuance Commitment $\Rightarrow$ Leadership $\Rightarrow$ Employee Performance
	IE 3	Normative Commitment $\Rightarrow$ Leadership $\Rightarrow$ Employee Performance
Sample size	N	400

The study presented in Table 1 focuses on examining the intricate relationships between leadership styles, employee commitment, and employee performance within the context of the power sector. With a sample size of 400 participants, likely comprising middle-level managers from prominent organizations such as Jindal Power and NTPC, the research aimed to uncover how these variables interplay to influence organizational effectiveness.

Two main models were employed to elucidate these relationships. The first model, labeled as m1 in Table 1, explored the predictors of leadership styles within the organization. This model, Mediators Models (m1), regressed Leadership on Affective Commitment, Continuance Commitment, and Normative Commitment. It sought to understand how different forms of employee commitment—whether emotional (affective), calculative (continuance), or obligation-based (normative)—shape the leadership behaviors exhibited within the power sector companies.

The second model, termed as m2, represents the Full Model in the study. Here, Employee Performance was regressed on Leadership, Affective Commitment, Continuance Commitment, and Normative Commitment. This comprehensive model aimed to capture the combined effects of leadership styles and employee commitment types on overall employee performance outcomes. By including all these variables together, the study aimed to provide a holistic view of the factors influencing performance within the organizational setting.

Furthermore, the study examined indirect effects, denoted as IE 1, IE 2, and IE 3 in Table 1. These indirect effects illustrate the pathways through which each type of commitment (affective, continuance, and normative) impacts Employee Performance via its influence on Leadership. Specifically, IE 1 showed how Affective Commitment indirectly affects Employee Performance through its influence on Leadership. Similarly, IE 2 and IE 3

demonstrated the indirect effects of Continuance Commitment and Normative Commitment, respectively, on Employee Performance through their effects on Leadership.

Table 2 - Indirect and Total Effects

Type	Effect	Estimate	SE	95% C.I. (a)		β	z	p
				Lower	Upper			
Indirect	Affective Commitment $\Rightarrow$ Leadership $\Rightarrow$ Employee Performance	0.2848	0.0427	0.201	0.3685	0.2938	6.67	< .001
	Continuance Commitment $\Rightarrow$ Leadership $\Rightarrow$ Employee Performance	0.2587	0.0388	0.183	0.3348	0.2696	6.67	< .001
	Normative Commitment $\Rightarrow$ Leadership $\Rightarrow$ Employee Performance	-0.0881	0.0147	-0.117	-0.0593	-0.0865	-5.99	< .001
Component	Affective Commitment $\Rightarrow$ Leadership	0.6224	0.0112	0.601	0.6443	0.6395	55.78	< .001
	Leadership $\Rightarrow$ Employee Performance	0.4576	0.0681	0.324	0.591	0.4594	6.72	< .001
	Continuance Commitment $\Rightarrow$ Leadership	0.5654	0.0105	0.545	0.5859	0.5868	54.09	< .001
	Normative Commitment $\Rightarrow$ Leadership	-0.1927	0.0146	-0.221	-0.1641	-0.1884	-13.2	< .001
Direct	Affective Commitment $\Rightarrow$ Employee Performance	-0.141	0.045	-0.229	-0.0528	-0.1454	-3.13	0.002
	Continuance Commitment $\Rightarrow$ Employee Performance	0.3871	0.041	0.307	0.4675	0.4033	9.43	< .001
	Normative Commitment $\Rightarrow$ Employee Performance	0.2969	0.0238	0.25	0.3435	0.2915	12.47	< .001
Total	Affective Commitment $\Rightarrow$	0.1438	0.0161	0.112	0.1753	0.1483	8.96	< .001

	Employee Performance							
	Continuance Commitment $\Rightarrow$ Employee Performance	0.6458	0.015	0.616	0.6752	0.6728	42.95	< .001
	Normative Commitment $\Rightarrow$ Employee Performance	0.2087	0.021	0.168	0.2499	0.2049	9.95	< .001

Table 2 presented outlines the intricate relationships between three types of organizational commitment—Affective, Continuance, and Normative—and employee Performance, considering the mediating role of leadership. These relationships are dissected through indirect, direct, and total effects, providing a comprehensive understanding of how these factors interplay within an organization.

Indirect Effects: The Mediating Role of Leadership

Indirect effects illustrate the influence of organizational commitment on employee Performance through an intermediary, which in this case is leadership. For Affective Commitment, the estimated indirect effect on employee Performance via leadership is 0.2848. This value represents a moderate positive influence, suggesting that when employees have a strong emotional attachment and identification with their organization, it positively affects their employee Performance, mediated through effective leadership. The standard error associated with this estimate is 0.0427, indicating a relatively precise measure. Furthermore, the 95% Confidence Interval ranges from 0.201 to 0.3685, and since it does not include zero, it confirms the significance of the effect. The standardized coefficient (β) of 0.2938 reinforces this positive relationship, indicating that Affective Commitment has a substantial and meaningful impact on employee Performance through leadership. The high z-score of 6.67 and a p-value of less than 0.001 solidify the statistical significance of this finding, affirming that the indirect effect is not due to chance.

Similarly, Continuance Commitment also demonstrates a significant indirect effect on employee Performance through leadership, with an estimated value of 0.2587. This indicates a moderate positive effect, suggesting that when employees perceive high costs associated with leaving the organization, their employee Performance improves through the influence of leadership. The low standard error of 0.0388 again suggests precision in this estimate. The confidence interval ranging from 0.183 to 0.3348 does not include zero, signifying a significant effect. The standardized coefficient (β) of 0.2696 highlights a strong positive correlation, reinforcing that employees' desire to stay due to perceived costs positively impacts their employee Performance via leadership. The z-score of 6.67 and a p-value of less than 0.001 confirm the statistical robustness of this relationship.

Contrastingly, Normative Commitment, which reflects a sense of obligation to remain with the organization, has a negative indirect effect on employee Performance through leadership, with an estimate of -0.0881. This suggests that when employees feel a moral obligation to stay, it negatively impacts their employee Performance through the mediating role of

leadership. The standard error of 0.0147 indicates a precise measure, while the confidence interval ranging from -0.117 to -0.0593 does not include zero, thus affirming the significance of this effect. The negative standardized coefficient (β) of -0.0865 underscores a detrimental relationship, showing that a sense of duty or obligation may hinder employee Performance when channeled through leadership. The z-score of -5.99 and a p-value of less than 0.001 further validate the statistical significance of this negative indirect effect.

Components of Indirect Effects

The components of these indirect effects shed light on the strength of the relationships between the types of commitment and leadership, and subsequently, between leadership and employee Performance. For Affective Commitment leading to Leadership, the estimated effect is a substantial 0.6224, with a minuscule standard error of 0.0112, indicating a strong and precise positive influence. The confidence interval of 0.601 to 0.6443 confirms this significance, and a high β of 0.6395 emphasizes the powerful positive impact of emotional attachment on leadership quality. The remarkably high z-score of 55.78 and a p-value of less than 0.001 underscore the robustness of this relationship.

The path from Leadership to Employee Performance, with an estimated effect of 0.4576, reveals a strong positive impact of effective leadership on employee Performance. The standard error is 0.0681, showing reasonable precision. The confidence interval from 0.324 to 0.591, coupled with a β of 0.4594, highlights the critical role of leadership in enhancing employee Performance. The z-score of 6.72 and a p-value of less than 0.001 again confirm the statistical significance.

Continuance Commitment shows a positive effect on Leadership with an estimated value of 0.5654, a low standard error of 0.0105, and a confidence interval of 0.545 to 0.5859, indicating a significant and precise relationship. The standardized coefficient of 0.5868 and a z-score of 54.09, along with a p-value of less than 0.001, further validate this finding. Normative Commitment, however, exhibits a negative relationship with Leadership, with an estimated effect of -0.1927 and a standard error of 0.0146. The confidence interval of -0.221 to -0.1641, a negative β of -0.1884, and a significant z-score of -13.2 (p-value < 0.001) confirm the adverse impact of a sense of obligation on leadership effectiveness.

Direct Effects: The Immediate Impact on Employee Performance

Direct effects represent the immediate impact of each type of commitment on employee Performance without considering the mediation of leadership. For Affective Commitment, the direct effect on employee Performance is -0.141, indicating a slight negative relationship. This suggests that while emotional attachment might foster positive outcomes through leadership, it could slightly hinder employee Performance when viewed in isolation. The standard error is 0.045, and the confidence interval of -0.229 to -0.0528 does not include zero, confirming the significance of this effect. The negative standardized coefficient (β) of -0.1454, a z-score of -3.13, and a p-value of 0.002 underscore the statistically significant, albeit negative, direct impact on employee Performance.

Continuance Commitment, on the other hand, shows a positive direct effect on employee Performance with an estimated value of 0.3871, a low standard error of 0.041, and a

confidence interval of 0.307 to 0.4675. The standardized coefficient (β) of 0.4033 and a high z-score of 9.43, along with a p-value of less than 0.001, highlight the strong positive relationship between the desire to stay due to perceived costs and employee Performance.

Normative Commitment also has a positive direct effect on employee Performance with an estimate of 0.2969, a standard error of 0.0238, and a confidence interval of 0.25 to 0.3435. The positive β of 0.2915, a high z-score of 12.47, and a p-value of less than 0.001 indicate a significant and positive relationship between a sense of duty and employee Performance.

Total Effects: The Comprehensive Influence on Employee Performance

Total effects represent the cumulative impact of both direct and indirect effects. For Affective Commitment, the total effect on employee Performance is a moderate positive 0.1438, indicating that the combined pathways (direct and through leadership) lead to an overall beneficial impact on employee Performance. The standard error is 0.0161, with a confidence interval of 0.112 to 0.1753, and a β of 0.1483. The high z-score of 8.96 and a p-value of less than 0.001 confirm the statistical significance of this positive total effect.

Continuance Commitment exhibits a substantial total effect on employee Performance with an estimated value of 0.6458, indicating a strong positive influence overall. The low standard error of 0.015 and a confidence interval of 0.616 to 0.6752, along with a β of 0.6728, highlight the significant positive impact. The extremely high z-score of 42.95 and a p-value of less than 0.001 underscore the robustness of this finding.

Normative Commitment has a positive total effect on employee Performance with an estimate of 0.2087, a standard error of 0.021, and a confidence interval of 0.168 to 0.2499. The β of 0.2049, a high z-score of 9.95, and a p-value of less than 0.001 affirm the significant positive influence of a sense of duty or obligation on employee Performance when considering both direct and indirect effects. This above relationship has been shown in path diagram in figure 1.

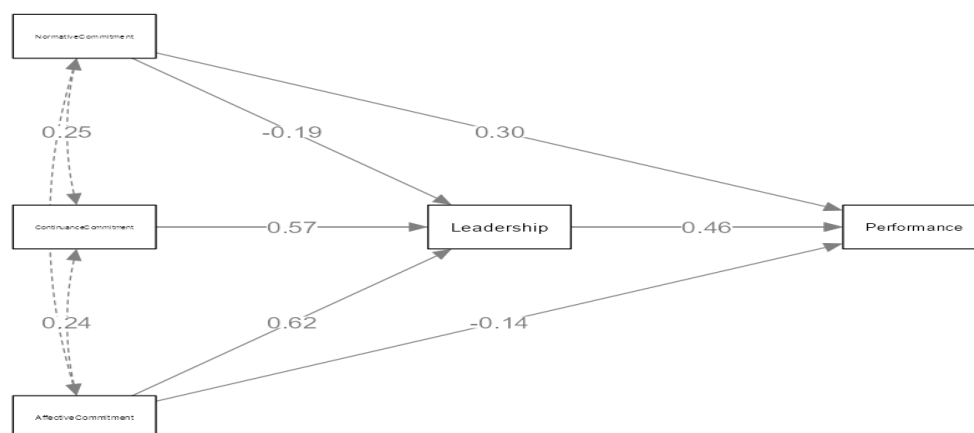


Figure 1 – Path Diagram

6 DISCUSSION AND CONCLUSION

This study has endeavored to investigate how leadership styles mediate the relationships between affective, continuance, and normative commitment among middle-level managers in the power sector, with a specific focus on their impact on organizational effectiveness and employee performance. Utilizing an analytical research approach and statistical mediation analysis, the study has provided valuable insights into these complex dynamics.

The findings underscore the significant role of leadership in shaping organizational outcomes through its mediation of employee commitment types. Affective commitment, despite initially showing a slight negative direct impact on employee performance, was found to significantly enhance performance when facilitated by effective leadership behaviors. Continuance commitment demonstrated a robust positive influence on performance both directly and indirectly, highlighting its importance in retention strategies within organizational settings. Normative commitment, while exhibiting a negative indirect effect through leadership, ultimately contributed positively to overall employee performance when considering its total effect.

These results resonate with previous studies that have explored similar relationships. For instance, Teshome (2011) found that transformational leadership positively impacts affective commitment among academic staff, aligning with our findings regarding effective leadership's role in enhancing employee commitment and performance outcomes. Similarly, Kehinde and Banjo (2014) highlighted the positive influence of transformational leadership on organizational citizenship behavior and job satisfaction, reinforcing the notion that leadership styles play a crucial role in fostering employee engagement and commitment.

Furthermore, the study aligns with broader research on organizational behavior, such as Cohen & Vigoda (2000), who discuss how organizational justice and commitment influence behaviors beyond formal job requirements. This study contributes to the understanding of how leadership practices and employee commitment interact to drive organizational effectiveness, offering actionable insights for HR managers and organizational leaders.

In summary, the analysis reveals that different types of organizational commitment influence employee Performance in varying ways, both directly and indirectly through leadership. Affective Commitment, while showing a slight negative direct impact, significantly enhances employee Performance through leadership. Continuance Commitment demonstrates a strong positive influence on employee Performance both directly and indirectly, highlighting the importance of retention strategies. Normative Commitment, despite a negative indirect effect through leadership, has an overall positive impact on employee Performance when considering the total effect. This comprehensive understanding of the dynamics between commitment, leadership, and employee Performance provides valuable insights for organizational strategies aimed at enhancing employee Performance and overall organizational effectiveness.

7 STUDY IMPLICATION

The study highlights the critical roles of Affective, Continuance, and Normative Commitment in shaping employee Performance through the mediating influence of leadership. HR managers should adopt tailored strategies, such as recognition programs and a positive

workplace culture, to foster Affective Commitment, which enhances employee Performance when coupled with effective leadership. Continuance Commitment's strong positive impact suggests that policies emphasizing job security, competitive benefits, and career growth can increase retention and employee Performance. Leadership development programs are essential, focusing on emotional intelligence and effective communication to harness different types of commitment for improved outcomes. For Normative Commitment, addressing feelings of obligation through a culture of voluntary commitment and shared values can convert its potential negative impact into a positive one. Employee Performance management should be customized to reflect these varied effects, incorporating leadership effectiveness into metrics. Training programs should include elements that build both commitment and leadership skills, aligning employees' understanding of their roles with organizational goals. Future research should explore the dynamics between commitment, leadership styles, and employee Performance, providing deeper insights into their long-term impacts on organizational success.

8 FUTURE SCOPE OF THE STUDY

The study suggests several promising directions for future research that can deepen our understanding of organizational commitment, leadership, and their impact on employee Performance. Cross-cultural studies offer an opportunity to explore how cultural differences influence the relationships between commitment types (Affective, Continuance, and Normative), leadership styles, and employee Performance outcomes across diverse organizational contexts. Investigating mediating mechanisms beyond leadership, such as organizational climate or employee engagement, could provide insights into additional pathways through which commitment influences employee Performance.

Examining moderating factors, such as organizational size or industry type, can reveal contextual variables that shape the strength and direction of these relationships. Future studies could also focus on developing and testing intervention strategies aimed at enhancing specific types of commitment and improving leadership effectiveness to optimize organizational employee Performance. Comparative studies could further enrich our understanding by evaluating the effectiveness of different leadership styles in mediating the relationship between commitment and employee Performance.

Qualitative methods could complement quantitative approaches by exploring employees' perspectives on commitment, leadership, and employee Performance, offering nuanced insights into the underlying dynamics. Analyzing the impact of external factors, such as economic conditions or regulatory changes, on these relationships can provide a more comprehensive understanding of their robustness in various environments. Sector-specific studies within industries could uncover unique challenges and opportunities in leveraging commitment and leadership for improved organizational outcomes.

REFERENCES

- [1] Bass, B. M., & Bass Bernard, M. (1985). Leadership and performance beyond expectations.
- [2] Fuller, J. B., Patterson, C. E., Hester, K. I. M., & Stringer, D. Y. (1996). A quantitative review of research on charismatic leadership. *Psychological reports*, 78(1), 271-287.

- [3] Judge, T. A., Piccolo, R. F., & Ilies, R. (2004). The forgotten ones? The validity of consideration and initiating structure in leadership research. *Journal of applied psychology*, 89(1), 36.
- [4] Chun, J. U., Cho, K., & Sosik, J. J. (2016). A multilevel study of group-focused and individual-focused transformational leadership, social exchange relationships, and performance in teams. *Journal of Organizational Behavior*, 37(3), 374-396.
- [5] Dust, S. B., Resick, C. J., & Mawritz, M. B. (2014). Transformational leadership, psychological empowerment, and the moderating role of mechanistic–organic contexts. *Journal of Organizational Behavior*, 35(3), 413-433.
- [6] Wang, G., Oh, I. S., Courtright, S. H., & Colbert, A. E. (2011). Transformational leadership and performance across criteria and levels: A meta-analytic review of 25 years of research. *Group & organization management*, 36(2), 223-270.
- [7] Zhu, W., Wang, G., Zheng, X., Liu, T., & Miao, Q. (2013). Examining the role of personal identification with the leader in leadership effectiveness: A partial nomological network. *Group & Organization Management*, 38(1), 36-67.
- [8] Cerasoli, C. P., Nicklin, J. M., & Ford, M. T. (2014). Intrinsic motivation and extrinsic incentives jointly predict performance: a 40-year meta-analysis. *Psychological bulletin*, 140(4), 980.
- [9] Zhu, W. (2009). Relationship between generalized rough sets based on binary relation and covering. *Information Sciences*, 179(3), 210-225.
- [10] Kahn, W. A. (1990). Psychological conditions of personal engagement and disengagement at work. *Academy of management journal*, 33(4), 692-724.
- [11] Rich, B. L., Lepine, J. A., & Crawford, E. R. (2010). Job engagement: Antecedents and effects on job performance. *Academy of management journal*, 53(3), 617-635.
- [12] Avolio, B. J., Bass, B. M., & Jung, D. I. (1999). Re-examining the components of transformational and transactional leadership using the Multifactor Leadership. *Journal of occupational and organizational psychology*, 72(4), 441-462.
- [13] Ngari, H. W. (2018). *Effects of Continuous Professional Development on Teachers' Job Performance in Public Primary Schools Nakuru North Sub County Kenya* (Doctoral dissertation, St. Paul's University).
- [14] Sharoni, G., Tziner, A., Fein, E. C., Shultz, T., Shaul, K., & Zilberman, L. (2012). Organizational citizenship behavior and turnover intentions: Do organizational culture and justice moderate their relationship?. *Journal of Applied Social Psychology*, 42, E267-E294.
- [15] Rowland, C., & Hall, R. (2014). Management learning, performance and reward: theory and practice revisited. *Journal of Management Development*, 33(4), 342-356.
- [16] Organ, D. W. (1988). *Organizational citizenship behavior: The good soldier syndrome*. Lexington books/DC heath and com.
- [17] Bogler, R., & Somech, A. (2004). Influence of teacher empowerment on teachers' organizational commitment, professional commitment and organizational citizenship behavior in schools. *Teaching and teacher education*, 20(3), 277-289.
- [18] Modassir, A., & Singh, T. (2008). Relationship of emotional intelligence with transformational leadership and organizational citizenship.
- [19] Mathur, G., & Vigg, S. (2007). Organisational Citizenship behaviour: A study of manufacturing and service organisations. *NICE Journal of Business*, 2(2), 1-12.
- [20] Cohen, a., & vigoda, e. (2000). Organizational citizenship behavior (ocb) has received considerable. *Administration & society*, 32(5), 596-624.
- [21] Oplatka, I. (2006). Going beyond role expectations: Toward an understanding of the determinants and components of teacher organizational citizenship behavior. *Educational administration quarterly*, 42(3), 385-423.
- [22] Malik, S. H. (2012). A study relationship between leader behaviors and subordinate job expectancies: A path-goal approach. *Pakistan Journal of Commerce and Social Sciences (PJCSS)*, 6(2), 357-371.
- [23] Teshome, A. (2011). Sources of Inflation and Economic Growth in Ethiopia. *Ethiopia Civil Service University*.
- [24] Bello, S. M. (2012). Impact of ethical leadership on employee job performance. *International Journal of business and social science*, 3(11), 228-236.

- [25] Obasan Kehinde, A., & Hassan Banjo, A. (2014). A test of the impact of leadership styles on employee performance: A study of department of petroleum resources. *International Journal of Management Sciences*, 2(3), 149-160.
- [26] Mohiuddin, Z. A. (2017). Influence of leadership style on employees performance: Evidence from literatures. *Journal of Marketing and Management*, 8(1), 18.
- [27] Narula, N., & Chaudhary, N. (2018). Human Resource Management as Entrepreneurial Tool: A Literature Review. *Amity Journal of Entrepreneurship*, 3(1), 66-72.
- [28] Gorondutse, A. H., Abdullah, S. S., Ahmad, F. B., Al Sherry, W. B. R., & Rogo, H. B. (2018). Influence of leadership style, training, role of ambiguity on employee performance of higher education of Saudi Arabia (KSA). *Journal of Business and Retail Management Research*, 13(01).
- [29] Alshery, W. B. R., Bin Ahmad, F., & Al-Swidi, A. K. (2015). The moderating effect of role ambiguity on the relationship of job satisfaction, training and leadership with employee performance.
- [30] Monika, M., & Kaliyamurthy, K. (2017). Effect of organizational climate in job satisfaction among the employees. *Asian Journal of Research in Social Sciences and Humanities*, 7(8), 217-227.
- [31] Alessandri, G., Borgogni, L., & Latham, G. P. (2017). A dynamic model of the longitudinal relationship between job satisfaction and supervisor-rated job performance. *Applied Psychology*, 66(2), 207-232.
- [32] Widodo, D. S. (2017). The effect of compensation, leadership and organizational culture through work motivation on employee performance. *Jurnal Manajemen Dan Kewirausahaan*, 5(2), 1-7.
- [33] Gözükar, İ., & Çolakoğlu, N. (2016). The mediating effect of work family conflict on the relationship between job autonomy and job satisfaction. *Procedia-Social and Behavioral Sciences*, 229, 253-266.
- [34] Benedictus, F. S. (2018). Effect of Transformational Leadership and Competence through Organizational Commitment to Organizational Performance PT. Berkah Sahabat Sejati. *International Journal of Business and Applied Social Science (IJBASS)*, 4(11).
- [35] Qolo, M. W. (2018). *The impact of people-focused leadership style on employee performance in project-based industries in the Cape Metropole* (Doctoral dissertation, Cape Peninsula University of Technology).
- [36] Robert, C., Dunne, T. C., & Iun, J. (2016). The impact of leader humor on subordinate job satisfaction: The crucial role of leader-subordinate relationship quality. *Group & Organization Management*, 41(3), 375-406.
- [37] Ukaidi, C. U. A., & Bassey, I. L. (2016). Managerial Strategies and Staff Productivity in Selected Manufacturing Enterprises in Nigeria. *International Journal of Innovative Research and Advanced Studies*, 3(8), 69-76.