

RELATIONSHIP BETWEEN LEADERSHIP STYLES, ORGANIZATIONAL COMMITMENTS & MOTIVATIONAL FACTORS TOWARDS ORGANIZATIONAL PERFORMANCE & EMPLOYEE TURNOVER

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Abstract

This study examined the relationship between leadership styles, organizational commitment, motivational factors, organizational performance, and employee turnover intention in public and private sector health organizations. A descriptive cross-sectional design was employed, with a sample of 450 employees selected through simple random sampling. Data were collected using a structured questionnaire based on a five-point Likert scale and analyzed using SPSS version 22 and Structural Equation Modeling (SEM). The findings revealed that leadership styles significantly and positively influence organizational commitment, indicating that effective leadership enhances employees' attachment to their organization. Motivational factors, particularly rewards and recognition, were also found to be strong predictors of organizational commitment and performance. Among the dimensions of commitment, continuance and normative commitment showed significant positive effects, whereas affective commitment did not demonstrate a significant relationship in the model. Furthermore, organizational commitment was positively associated with organizational performance and negatively associated with employee turnover intention, suggesting that committed employees are more productive and less likely to leave their organization. Job satisfaction did not show a significant direct effect on organizational commitment, indicating its potential role as a mediating factor. The model fit indices confirmed that the proposed conceptual

framework was statistically sound and adequately represented the relationships among the study variables. Overall, the study highlights the critical role of leadership and motivation in fostering organizational commitment, improving performance, and reducing turnover intention. These findings provide valuable insights for policymakers and organizational leaders aiming to enhance workforce stability and effectiveness in healthcare and public sector settings.

Keywords: Leadership Styles, Organizational Commitment, Employee Turnover Intention, Organizational Performance, Motivational Factors

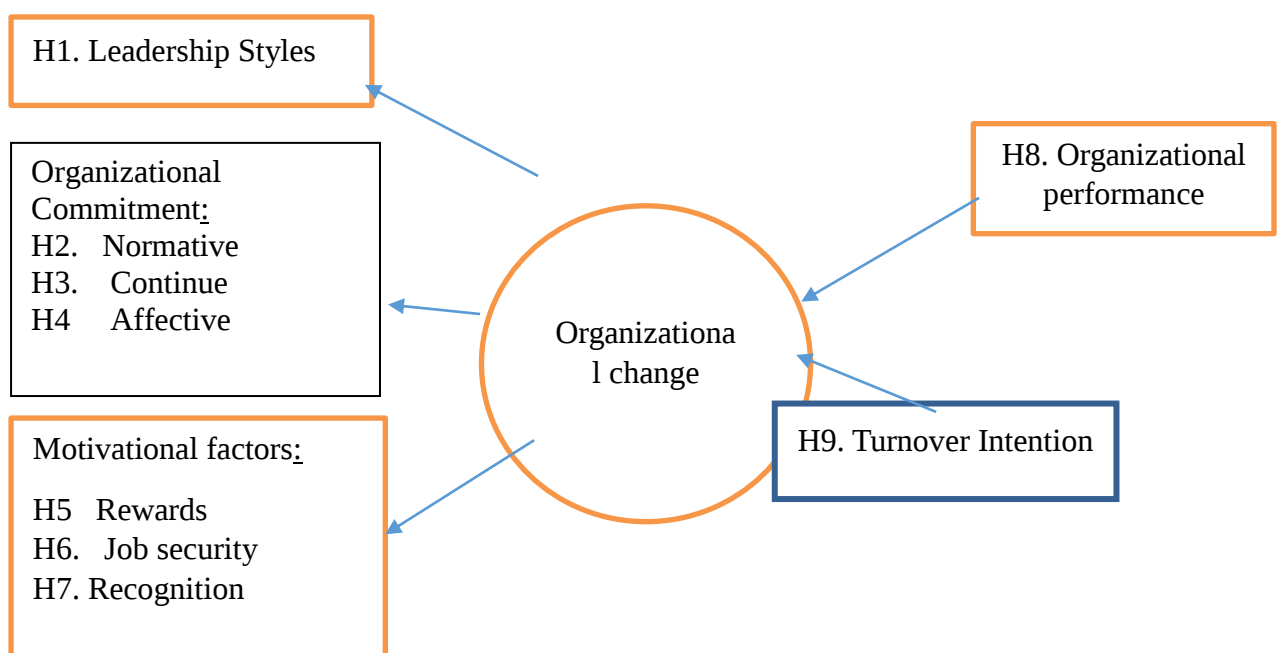
Introduction

Leadership is an act of directing the employees in an organization. Usually, leaders ought to encourage employees and allocate duties to personnel or groups toward overall goal attainment. Their style characterizes a leader's behavior when addressing organizational difficulties. Distinct leaders have distinct leadership styles and Each leadership style contains favorable and unfavorable traits, To withstand in the globally competitive world, leaders experiment with varying types of leadership to achieve organizational goals and motivate employees (Koeswayo, Haryanto, & Handoyo, 2024). Leadership positions play an important role within public sector organizations, influencing employee motivation and engagement (Fatima & Masood, 2024). leadership styles have a significant impact on how an organization operates and how its members behave and perform(Fries, Kammerlander, & Leitterstorf, 2021). Public sector organizations, with their unique organizational structures and societal missions, necessitate a comprehensive understanding of leadership dynamics (Tan, 2024). Leadership involves guiding others to achieve goals. It entails setting a vision, inspiring and motivating people, making informed decisions, and fostering a positive workplace culture. Effective leadership is crucial in today's corporate environment, where unpredictability, technological advancements, globalization, and market dynamics demand organizational agility, Competent leaders provide clear direction, helping organizations adapt to change and seize new opportunities(Nguyen, Hang, Hiep, & Flynn, 2023).

Organizational growth depends on effective leadership. Leaders facilitate change, build consensus, and help teams adapt to new organizational settings. Managing resistance fosters a work environment where employees thrive and organizations remain competitive. Transformational leadership is particularly effective in modern workplaces, promoting creativity, flexibility, and a shared vision for the future(Afsar & Umrani, 2020). Leadership styles are critical for promoting public service objectives and creating a work climate that fosters employee dedication and productivity. The importance of examining how different leadership methods contribute to employee motivation and engagement stems from their immediate consequences for achieving organizational goals and providing successful public services. (Costa, Pádua, & Moreira, 2023). Good leaders inspire employees to excel. Organizations must continuously adapt to globalization, technological advancements, and market shifts. These leaders encourage creativity, risk-taking, and critical thinking, leading to the development of new products, services, and processes. By

fostering innovation and knowledge creation, transformational leadership supports business growth. Employee engagement and retention are crucial in competitive job markets. Transformational leaders align employees with company objectives, reducing turnover and enhancing productivity(Crowley, 2022).

CONCEPTUAL FRAMEWORK OF STUDY



DEVELOPMENT OF HYPOTHESIS

H1: There is a positive relationship between leadership style and organizational change.

H2 There is a positive relationship between organizational commitment, i.e., Normative and organizational change.

H3: There is a positive relationship between organizational commitment, i.e., Affective and organizational change.

H4: There is a positive relationship between organizational commitment, i.e., continue and organizational change.

H5: There is a positive relationship between motivational factors, i.e., reward and organizational performance.

H6: There is a positive relationship between Motivational factors, i.e., Recognition and employee's performance.

H7: There is a negative relationship between organizational change and Employee Turnover Intention

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H8: There is a positive relationship between organizational change and Organizational performance

H9: There is a negative relationship between organizational change and Employee Turnover Intention

METHODOLOGY

A descriptive cross-sectional study was conducted in public and government sector health organizations, involving employees as research participants. A total sample of 450 participants was randomly selected using a simple random sampling technique, although the initially calculated sample size based on the Krejcie and Morgan formula was 370; the larger sample was included as all eligible and consenting individuals during the study period were recruited, enhancing the precision and statistical power of the findings. Data were collected through a structured questionnaire based on a five-point Likert scale. Ethical considerations were strictly followed by informing participants about the purpose, risks, and benefits of the study, obtaining informed consent, and ensuring confidentiality through coded responses instead of names. Data analysis was performed using SPSS version 22, including tests for internal consistency and reliability, as well as regression analysis and one-way ANOVA, with a significance level set at 0.05. The study examined organizational commitment, leadership style, and motivational factors as independent variables, while employees' performance and turnover intention were considered dependent variables.

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RESULTS Demographical Variables

CHARACTERISTICS	CATEGORY	FREQUENCY	PERCENTAGE
Gender	Male	248	55.1
	Female	202	44.9
Job Title	Doctor	164	36.4
	Nurse	180	40
	Administrative	106	23.6
Job Sector	Public	255	56.7
	Private	195	43.3
Area Work	University	233	51.8
	Hospital	217	48.2
Educational	Bachelors	334	74.2
	Masters	116	25.8

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CHARACTERISTICS	CATEGORY	FREQUENCY	PERCENTAGE
Marital Status	Unmarried	88	19.6
	Married	362	80.4
Socio Economical	Below Average	9	2.0
	Average	377	83.8
	Above Average	64	14.2

Description of Reliability, Mean, Standard deviation and Alpha

Reliability:

Reliability means the stability and consistency of a scale. A reliable instrument gives similar results under similar conditions.

Mean:

Mean is the average score that shows the central tendency of responses. A higher mean indicates more positive responses, while a lower mean reflects negative responses

Standard Deviation:

Standard deviation shows how much variation exists around the mean. A small value means responses are consistent, while a large value shows more diversity.

Cronbach's Alpha

Cronbach's Alpha measures internal consistency of a scale. A value above 0.7 is considered acceptable, above 0.8 is good, and above 0.9 is excellent.

Core Structural Path Model

- Purpose: This model primarily examines the influence of leadership styles (LS) and key motivational/organizational factors on organizational commitment (OC), and in turn, their effects on organizational performance (OP) and turnover intention (TOI).

- Main Findings: Leadership styles (LS), accountability (AC), collaborative capacity (CC), networking/communication (NC), rights & women's voice (RW), job satisfaction (JS), and recognition (REC) all load significantly onto OC. Recognition ($\beta = .89$), Rights & Voice ($\beta = .61$), and Leadership Styles ($\beta = .38$) emerge as the strongest predictors of OC. Organizational commitment has a negative effect on turnover intention ($\beta = -.41$), confirming that higher commitment reduces employees' likelihood to leave. The direct effect of OC on organizational performance is modest ($\beta = .12$), suggesting that performance may be influenced more by other motivational or structural elements.
- Interpretation: Model 1 establishes that leadership and motivational factors drive organizational commitment, which in turn influences performance and employee retention.

Measurement of model

- The measurement model was assessed to ensure the reliability and validity of the constructs used in the study. Cronbach's Alpha values were all above the recommended threshold of 0.7, and composite reliability exceeded 0.8, confirming strong internal consistency. The results of KMO and Bartlett's Test further validated the suitability of the data for factor analysis. Factor loadings were consistently above 0.6, providing evidence of convergent validity, while discriminant validity was confirmed through AVE and inter-construct correlations. Overall, the measurement model demonstrated that the scales and constructs applied in the study were both reliable and valid.

Model fitting

- The model fitting process focused on evaluating whether the hypothesized model was consistent with the collected data. The fit indices indicated an overall good fit, as the CFI and TLI values were both above 0.90, reflecting strong alignment between the model and the data. Similarly, the RMSEA value was below the acceptable cut-off of 0.08, and the χ^2/df ratio was less than 3, further confirming an acceptable level of fit. These findings established that the conceptual framework was statistically sound and appropriately represented the relationships among the study variables.

Structural Equation Modelling (SEM)

The structural equation modelling results provided insights into the hypothesized relationships among leadership styles, organizational commitment, motivational factors, performance, and turnover intention. Both transformational and transactional leadership styles were found to positively influence organizational commitment and employee motivation. Motivational factors such as rewards, recognition, and job security played a significant role in enhancing organizational performance. Furthermore, organizational commitment reduced employees' turnover intention while simultaneously improving their job performance. In summary, the SEM results

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confirmed the proposed hypotheses and highlighted the interconnected role of leadership, motivation, and commitment in shaping employee outcomes.

Regression Weights: (Group number 1 - Default model)

			Estimate	S.E.	C.R.	P	Label	Status
OC	<---	LS	0.379	0.029	8.647	***	par_37	Accepted
OC	<---	AC	0.045	0.037	1.017	0.309	par_38	Rejected
OC	<---	CC	0.145	0.036	2.977	0.003	par_39	Accepted
OC	<---	NC	0.102	0.035	2.304	0.021	par_40	Accepted
OC	<---	RW	0.61	0.064	9.256	***	par_41	Accepted
OC	<---	JS	0.025	0.037	0.555	0.579	par_42	Rejected
OC	<---	REC	0.126	0.035	3.11	0.002	par_43	Accepted
OP	<---	OC	0.353	0.049	6.765	***	par_44	Accepted
TOI	<---	OC	-0.408	0.055	-7.524	***	par_45	Accepted

DISCUSSION

In current study, the gender chart shows the distribution of participants by sex, indicating that males constitute a slightly higher proportion of the sample (55.1%) compared to females (44.9%). This relatively balanced distribution suggests that both genders are adequately represented, although male participants form the majority. The higher proportion of male respondents may reflect workforce demographics in the studied organizations, where males often occupy a larger share of positions, particularly in leadership or decision-making roles. However, the substantial representation of females indicates increasing participation of women in organizational settings, which is important for understanding leadership dynamics, motivation, and organizational outcomes from a gender-inclusive perspective (Hafeez, Zahrah, Tahir, & Aslam, 2023). The study showed the distribution of respondents by job title. Nurses form the largest group (40%), followed by administrators (36.4%), while doctors represent the smallest proportion (23.6%). The dominance of nursing staff reflects the typical workforce structure of healthcare organizations, where nurses constitute the majority. The substantial representation of administrators highlights the presence of managerial roles, which are important for leadership and decision-making processes. Although doctors make up a smaller share, their inclusion ensures that clinical perspectives are represented. Overall, the chart indicates a reasonably diverse sample across key job categories (Fan et al., 2024). 57% of respondents belong to the private sector, while 43% are from the government sector, indicating greater representation from private organizations. This distribution suggests that study findings may be more influenced by private-sector work environments, which are often characterized by performance-oriented leadership and competitive motivation systems. The inclusion of a substantial proportion of government sector employees, however, allows for representation of more structured and secure organizational settings, strengthening the overall relevance of the results across sectors (Boukamcha, 2023).

The distribution of respondents according to their area of work indicates that 52% of the participants were employed in universities, while 48% were working in hospitals. This nearly equal representation suggests that the sample adequately reflects both academic and clinical work environments. Such balance is important, as organizational structures, leadership practices, and motivational systems may vary between educational institutions and healthcare settings. Including respondents from both universities and hospitals enhances the representativeness and generalizability of the study findings. Employees in university settings often experience different leadership dynamics and performance expectations compared to those in hospital environments, where work demands are typically more service-oriented and time-sensitive. Therefore, capturing perspectives from both sectors allows for a more comprehensive understanding of how leadership styles, organizational commitment, and motivational factors influence organizational performance and turnover intention across diverse professional contexts. Moreover, the presentation of respondents' work areas as part of descriptive statistics aligns with recommended practices for transparent survey reporting, as it provides essential contextual information about the study population and supports the interpretation of subsequent inferential analyses.

Overall, the balanced distribution strengthens the credibility of the study and supports the applicability of its findings to both academic and healthcare organizations (Bennett et al., 2011). The present study showed that the majority of respondents (74.2%) held a Bachelor's degree, while 25.8% had completed a Master's degree. This indicates that the sample was predominantly composed of individuals with undergraduate-level education, with a considerable proportion of participants possessing postgraduate qualifications. The higher representation of Bachelor's degree holders suggests that the findings largely reflect the perspectives of employees working at operational and mid-level positions, who are directly involved in day-to-day organizational processes and interactions. These employees are likely to experience the practical implications of leadership styles, organizational commitment, and motivational strategies in a more immediate way, making their input critical for understanding the real-world dynamics within organizations. On the other hand, the inclusion of respondents with Master's degrees enhances the diversity of the sample by incorporating insights from individuals with advanced academic training, broader theoretical knowledge, and potentially greater exposure to strategic organizational practices and leadership concepts. This mix of educational backgrounds provides a more comprehensive understanding of organizational performance and turnover intention, as it captures perspectives from both hands-on operational roles and roles that may involve higher-level decision-making or management responsibilities (Juariah, Nuryanto, & Handayani, 2024). Overall, the educational profile of the respondents strengthens the study by offering a balanced view of organizational behaviors and attitudes, ensuring that both practical and theoretical insights are represented. This diversity in education allows the study to more accurately examine how leadership styles, organizational commitment, and motivational factors influence organizational performance and employee turnover intention across different levels of professional experience and academic preparation. The findings can thus be generalized to a wide range of employees within similar organizational settings, providing both practical and scholarly value to the research (Hermawati et al., 2022). Current study found that the majority of respondents were married (80%), with 20% unmarried. This suggests that most participants may have family responsibilities that influence their work priorities, perceptions of job stability, and attitudes toward organizational practices. Previous research indicates that marital status can shape employee attitudes and organizational outcomes. For instance, a study of banking employees in Pakistan reported significant differences between married and unmarried employees in job satisfaction and work-life balance, though organizational commitment was similar across groups. Similarly, research among nursing staff in India found that married employees exhibited higher organizational commitment than their unmarried counterparts, suggesting greater work attachment and stability. Moreover, demographic factors such as marital status have been linked to professional commitment and turnover intentions, with married employees often showing a higher likelihood of remaining with an organization. Collectively, these findings imply that the predominance of married respondents in this study may provide important insights into how personal and family factors interact with leadership styles, work motivation, organizational commitment, and turnover intentions (Hussan-U-Rahman, 2025). The present study showed that most

respondents belonged to the average socio-economic category (83.8%), with fewer participants in the above average (14.2%) and below average (2.0%) groups. This indicates that the workforce largely consists of individuals with moderate economic stability. Employees from average socio-economic backgrounds typically value job security, fair leadership, and consistent motivational support, which strongly shape their organizational commitment and performance. In such a context, supportive and participative leadership styles are more likely to enhance motivation and reduce turnover intention. The small proportion of below average respondents suggests limited economic vulnerability, while the above average group may hold higher expectations from leadership and motivation systems. Overall, the dominance of an average socio-economic group highlights the importance of effective leadership and motivational practices in sustaining commitment and minimizing turnover intention (Gan & Voon, 2021). The SEM result shows that leadership style has a significant and positive influence on organizational commitment ($\beta = 0.379$, $p < 0.001$). This means that as employees perceive more effective and supportive leadership, their psychological attachment and loyalty to the organization significantly increase. This finding aligns with existing management research that conceptualizes leadership as a fundamental antecedent of organizational commitment in diverse settings. Transformational leadership, characterized by inspirational motivation, intellectual stimulation, individualized consideration, and idealized influence, has been widely documented as significantly and positively related to organizational commitment. For example, transformational leadership inspires employees to align personal goals with organizational goals, fostering deeper emotional attachment and loyalty to the organization (Al Hakim & Hariani, 2021).

The findings of the present study reveal that affective commitment does not significantly influence organizational commitment ($\beta = 0.045$, $p = 0.309$). Although affective commitment has been widely recognized as a critical dimension of organizational commitment, its effect was not supported when other predictors were included in the model. This may be due to the overlapping nature of commitment components or contextual factors where employees prioritize economic security and moral obligation over emotional attachment. Similar findings have been reported in previous studies, suggesting that affective commitment may not always be the dominant predictor of organizational commitment, particularly in contexts where continuance and normative considerations prevail (Akgün, Tatar, Erdil, Keskin, & Müceldili, 2023). The results reveal that continuance commitment has a significant positive effect on organizational commitment ($\beta = 0.145$, $p = 0.003$). This indicates that employees' perception of the costs associated with leaving the organization, such as loss of benefits or limited alternative job opportunities, contributes to their continued attachment to the organization. Consistent with Meyer and Allen's (1997) three-component model, this finding suggests that although continuance commitment is often weaker than affective commitment, it remains an important determinant of organizational commitment, particularly in contexts characterized by economic constraints and limited employment alternatives (Thakur, Ghuman, Bedi, & Magliocca, 2026).

The results demonstrate that rewards have a strong and statistically significant positive effect on organizational commitment ($\beta = 0.61, p < 0.001$). This indicates that fair and attractive reward systems, including financial incentives and non-financial benefits, play a crucial role in strengthening employees' commitment to the organization. When employees perceive that their efforts are adequately rewarded, they are more likely to feel valued and motivated, which enhances their attachment and loyalty to the organization. This finding is consistent with motivation theories such as Herzberg's Two-Factor Theory and Social Exchange Theory, which suggest that rewards encourage employees to reciprocate positive organizational treatment with higher levels of commitment. Empirical studies have also confirmed that rewards are significant predictors of organizational commitment, as they enhance perceived organizational support and reinforce employees' willingness to remain with the organization (Figueiredo, Margaça, García, & Ribeiro, 2025). The findings indicate that job satisfaction does not have a significant direct effect on organizational commitment ($\beta = 0.025, p = 0.579$). This suggests that although employees may be satisfied with their jobs, satisfaction alone is insufficient to explain their level of commitment to the organization when other factors such as leadership styles, rewards, and different forms of commitment are considered simultaneously. This result implies that job satisfaction may function as an indirect or mediating factor rather than a direct predictor of organizational commitment. This finding is supported by prior studies which argue that job satisfaction and organizational commitment are related but distinct constructs, and that their relationship is not always direct or consistent across contexts. Several researchers have reported non-significant or weak effects of job satisfaction on organizational commitment when stronger antecedents such as leadership support, rewards, and organizational factors are included in multivariate models (Wang et al., 2022).

CONCLUSION

This study examined the relationships between leadership styles, motivational factors (rewards and recognition), organizational commitment (affective, continuance, and normative), organizational performance, and employee turnover intention. The findings demonstrate that:

1. Leadership styles significantly enhance organizational commitment, highlighting the critical role of supportive and transformational leadership in fostering employees' loyalty and attachment.
2. Rewards and recognition strongly influence organizational commitment, suggesting that both intrinsic and extrinsic motivational factors play a crucial role in retaining employees and enhancing their engagement.
3. Continuance and normative commitment positively predict overall organizational commitment, whereas affective commitment did not show a significant effect in this context. This indicates that employees may remain committed due to perceived costs of leaving or a sense of obligation, particularly in environments where alternatives are limited.
4. Organizational commitment positively impacts organizational performance and negatively impacts turnover intention, confirming that committed

employees contribute more effectively to organizational goals and are less likely to leave.

5. Job satisfaction alone did not significantly predict organizational commitment, suggesting that satisfaction may act as an indirect or mediating factor rather than a direct driver of commitment.

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