

Research Paper

The Effect of Leadership Style on Organizational Commitment and Its Influence on Job Performance and Innovation

Ekta Bhardwaj^{1*}, Dr. Amit²

ABSTRACT

Present study examines the impact of authority style on organizational commitment and its consequent impact on work execution and development. Employing a quantitative inquire about approach, the think about overviews representatives over numerous businesses to survey how diverse administration styles (e.g., Transformational, Value-based, and Laissez-faire) impact organizational commitment. The investigation contributes to the understanding of administration elements and its part in optimizing both person and organizational results. The quantitative phase involves administering standardized scales such as Organizational Commitment Questionnaire (OCQ, 1991), Leadership Style Questionnaire (LSQ, 2004), Employee Job Performance Scale (EJPS, 1991) and Employee Innovation Behavior Scale (EIBS, 1991) to a diverse sample of adults. The result is that there is a significant positive correlation between Leadership Style (LS) and Organizational Commitment (OC), Employee Innovative Behavior (EIB), and Employee Job Performance (EJP). EIB is strongly linked to EJP, and both OC and EIB show moderate correlations with EJP. The results show significant positive correlations among the variables: OC has a strong relationship with LS ($r=0.521^{***}$, $p < 0.001$) and EJP ($r=0.418^{***}$, $p < 0.001$). EIB is positively correlated with both OC ($r=0.270^{**}$, $p < 0.01$) and LS ($r=0.293^{**}$, $p < 0.01$), indicating moderate associations. Lastly, EJP also demonstrates significant correlations with both OC and EIB ($r=0.290^{**}$, $p < 0.01$, $r=0.504^{***}$, $p < 0.01$), highlighting the interdependence of these factors. These results suggest that effective leadership enhances employee commitment, innovation, and performance.

Keywords: *Organizational Commitment, Leadership Style, Employee Job Performance & Employee Innovative Behavior*

In today's fast-paced and profoundly competitive commerce environment, organizations are always looking for ways to maximize their viability and guarantee supported development. Central to accomplishing organizational victory is the part played by the workforce, and especially how authority impacts key results such as organizational commitment, worker work execution, and worker development. The four variables—Organizational Commitment, Leadership Style, Worker Job Performance, and Employee Innovation—are principal to understanding how organizations can flourish, adjust, and stay

¹B.Sc. Psychology, 3rd Year, Department of Psychology, School of Health Sciences, Sushant University.

²Assistant Professor, Department of Psychology, School of Health Sciences, Sushant University.

*Corresponding Author

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competitive. A careful investigation of the connections between these factors can give experiences into the components that drive both representative fulfillment and organizational victory.

Organizational success is progressively recognized as being profoundly interwoven with worker behaviors, states of mind, and execution. In the respect, authority plays an essential part in forming organizational culture and adjusting representative targets with organizational objectives. Leadership style impacts the mental and enthusiastic bond workers feel toward their organization, which is a key to cultivating commitment, progressing execution, and empowering advancement. As organizations endeavor to make strides operational proficiency and drive imagination, understanding these elements isn't fair important—it is basic for long-term organizational maintainability.

Organizational commitment, characterized as the mental connection or loyalty and representative has toward their organization, is one of the foremost broadly examined develops in organizational behavior (Meyer & Allen, 1991). Agreeing to Meyer and Allen (1991), organizational commitment can be categorized into three distinct types: emotional commitment, continuation commitment, and regulating commitment. Emotional commitment alludes to an enthusiastic connection to the organization, where employees distinguish with the organization's values and objectives. Continuation commitment is based on the costs of taking off the organization, such as losing benefits or work security. At long last, normative commitment reflects an employee's sense of commitment to stay with the organization, frequently driven by social or ethical desires.

Organizational commitment is pivotal for an assortment of reasons. Committed workers tend to illustrate higher levels of execution, expanded work fulfillment, and lower turnover rates (Meyer & Herscovitch, 2001). Furthermore, representatives who are exceedingly committed are more likely to lock in behaviors that advance the long-term victory of the organization. Thus, fostering organizational commitment could be a basic objective for authority, because it specifically impacts representative results like work execution and development.

Leadership Style:

Leadership style is one of the foremost powerful components in forming organizational culture and representative results. Authority Style alludes to the approach pioneers take to impact, direct, and propel workers. Concurring to Bass (1985), authority can be categorized into distinctive styles, most eminently transformational authority, value-based administration, and laissez-faire authority.

Transformational administration, as proposed by Bass (1985), could be a style where leaders inspire and persuade representatives by making a vision of end of, the empowering mental incitement, and cultivating individual development. Transformational pioneers lock in with their groups by centering on long-term objectives and adjusting worker values with organizational targets. The authority Style is emphatically related with higher levels of organizational commitment, worker fulfillment, work execution, and advancement (Bass & Avolio, 1994). By propelling representatives to transcend their self-interests for the more noteworthy great of the organization, transformational pioneers develop a sense of devotion and commitment, driving to expanded work execution and the next probability of inventive behaviors.

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Value-based authority, on the other hand, is characterized by a more organized approach, centering on setting clear desires, checking execution, and fulfilling or restraining representatives based on their accomplishments (Bass, 1990). Whereas value-based authority can be compelling in accomplishing short-term objectives and keeping up steadiness, it tends to be less compelling than transformational administration in cultivating commitment and advancement (Bass & Avolio, 1994). Representatives beneath value-based authority are ordinarily spurred by rewards and disciplines, which may not produce the same level of engagement or commitment as transformational administration.

Laissez-faire authority could be a passive leadership style, where pioneers dodge decision-making, give small course, and abandon duty (Skogstad et al., 2007). The hands-off approach is ordinarily related with lower levels of commitment, work execution, and advancement. Workers beneath laissez-faire authority regularly feel unsupported and separated, driving to negative results for the organization.

Worker job performance is one of the essential measurements by which organizations degree their viability and efficiency. Work execution alludes to the degree to which an employee's behavior adjusts with organizational objectives and desires, enveloping both errand execution and relevant execution (Borman & Motowidlo, 1997). Errand execution relates to the particular obligations or obligations that an representative is contracted to perform, whereas relevant execution incorporates behaviors such as citizenship behaviors, organizational dependability, and back for associates.

Organizational commitment is by and large related with expanded work execution. Meyer et al. (2002) found that committed representatives are more likely to be propelled, committed, and willing to put in additional exertion to meet organizational destinations. Organizational commitment cultivates a sense of obligation and possession over one's work, which, in turn, progresses by and large work execution. Pioneers who motivate organizational commitment through their authority Style can, hence, anticipate seeing superior representative execution.

Transformational administration has been reliably connected to upgraded representative execution (Bass & Avolio, 1994). Transformational pioneers are able to rouse and spur their representatives by giving a compelling vision, back for individual improvement, and a sense of reason in their work. Workers working beneath transformational pioneers frequently perform over and past their work necessities, illustrating tall levels of activity and development (Judge & Piccolo, 2004). In differentiate, value-based administration, whereas viable in accomplishing short-term objectives and guaranteeing compliance, is less successful in spurring representatives to perform past the least desires (Avolio & Bass, 1991).

Innovation is progressively seen as a basic calculate for organizational victory within the cutting edge trade scene. Employee development alludes to the era of novel thoughts, arrangements, and forms that contribute to organizational advancement, effectiveness, and development. Agreeing to Scott and Bruce (1994), worker advancement includes inventiveness, risk-taking, and the application of modern thoughts within the working environment. It requires a strong environment where workers feel energized to test and challenge ordinary hones. The interaction between authority Style, organizational commitment, work execution, and worker advancement is complex but fundamental to organizational victory. Administration Style impacts organizational commitment, which, in

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turn, impacts work execution and advancement. By cultivating a committed workforce, pioneers can guarantee that workers are spurred, locked in, and willing to contribute to organizational objectives. Additionally, committed representatives are more likely to require dangers, contribute inventive ideas, and go past the fundamental prerequisites of their occupations.

The investigate looks for to investigate the interrelationships among these factors, particularly looking at how diverse authority styles influence organizational commitment, which hence impacts work execution and advancement. Understanding these elements can give organizations with important experiences into how they can make an environment that advances tall execution and cultivates advancement.

In conclusion, authority Style, organizational commitment, representative work execution, and worker advancement are interconnected components that shape organizational results. Administration Style serves as the key driver in forming organizational commitment, which, in turn, has critical impacts on both work execution and advancement. By understanding these connections, organizations can plan administration procedures that upgrade representative commitment, move forward execution, and cultivate development. The paper points to investigate these associations and contribute to the developing body of writing on administration and organizational behavior, advertising down to earth bits of knowledge for supervisors and organizational pioneers endeavoring for victory in today's competitive commerce environment.

LITERATURE REVIEW

Inventive behavior by representatives impacts the advancement of their execution which of the company (Slatten, 2011). In The manner, a representative with inventive behavior will be exceptionally basic and will continuously attempt anything to bring up something unused within the encompassing environment to be more accommodating and have included esteem so that an imaginative behavior will attempt to illuminate issues utilizing more viable and proficient ways.

Agbim (2013) examined the connect among natural and unthinking structures, administration and relationship styles, and the development handle through the focal point of the information creation hypothesis. It was found that the natural structure impacts thought era; robotic structure impacts thought execution; transformational authority impacts thought era; value-based administration impacts thought usage; relationship styles moderate the affect of transformational administration on thought era; and relationship styles moderates the affect of value-based authority on thought usage.

Dajani (2015) considered the affect of representative engagement on work execution and authoritative commitment based on social trade hypothesis (SET). A study survey was created and approved. Relapse examination was utilized to anticipate and clarify the proposed connections. The think about was conducted on 245 bank representatives from a few private and open banks working in Cairo-Egypt with a reaction rate of almost 81.6% (200 workers) Pearson relationship network and relapse were utilized to foresee and assess the connections. Relapse comes about shown that authority and authoritative equity were the foremost noteworthy drivers of representative engagement. The intercession impact was affirmed. Worker engagement had critical affect on work execution, but less affect on hierarchical commitment.

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Chinomona (2016) explore the impact of authoritative citizenship conduct (OCB) and worker recognition of value (EPE) on hierarchical commitment (OC) in Zimbabwean SMEs. A study plan with a test was utilized. Inquire about scales were operationalised primarily on the premise of past work. Seven-item Likert scales were utilized to degree OCB, EPE and OC through corroborative calculate investigation and basic condition modeling. Through auxiliary condition modeling and way examination, the results shown that there are positive connections between the set investigate factors (OCB, EPE and OC).

The investigation by Kumasey et al. (2017) appears that organizational commitment can intercede the relationship between joy and worker execution. Luthans appears that organizational commitment can intercede the relationship between bliss and representative execution. Melizawati, in her investigate, concluded that organizational commitment can intervene the relationship between bliss and representative execution.

Organizational commitment could be a condition where workers are faithful to their organization (Kumasey et al., 2017). Concurring to Singh and Rangnekar, organizational commitment is dependability to the organization where the worker works. Moreover, Hendri moreover states that organizational commitment is appeared by feeling part of the organization, needing to stay within the organization and not needing to take off the organization.

Tsai et al. (2018) considered imaginative climate as a boundary condition and organizational believe as an intervening instrument to clarify when and how the employee-organization relationship (EOR) is related with working environment imaginative behavior. The result shown that imagination emphatically anticipated imaginative behavior through organizational believe, and an inventive climate directed the backhanded impact of EOR on imaginative behavior through organizational believe. The hypothetical and viable suggestions of these discoveries and directions for future inquire about are discussed.

Organizational commitment could be an intervening variable within the impact of job happiness on representative execution (Jain & Sullivan, 2019). Workers who feel positive feelings and continuously feel comfortable within the work environment are more committed to their organization. The organizational commitment eventually has an effect on expanding representative efficiency and generally execution.

Singh and Onharing (2019) studied that deliberate may be a human behavior. Estimation of deliberate in terms of entrepreneurial mentality is getting to be a researchable subject. Amid the past a long time, the variables specifically need of support, need of crude materials, untalented representatives etc. were for the most part considered to be the obstacles of start and improvement of entrepreneurial exercises. But, with the different improvement arrangements are made by the concern specialists, it leads to the rise of entrepreneurial deliberate as a vital figure.

Cepiku and Mastrodascio (2020) considered the affect of integrator authority behaviors on organize execution in nearby government networks. The discoveries appear that tall recurrence within the utilization of a particular category of behavior does not continuously lead to tall execution in neighborhood government systems. Besides, administration behaviors driving to highly performing networks are not always engaged most habitually by networks' pioneers.

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Ratu and Lampung (2020) consider investigates a few forerunners of strengthening administration, counting collectivism and narcissism introduction. In expansion, the irregularity of the impact of strengthening administration on the execution of subordinates was still found in a few thinks about. The result shows that collectivism and narcissism introduction have an impact on administration strengthening.

Saleem et al. (2020) explored the connect among natural and unthinking structures, administration and relationship styles, and the development handle through the focal point of the information creation hypothesis. Information was collected by implies of surveys and examined utilizing relapse examination. It was found that: the natural structure impacts thought era; robotic structure impacts thought usage; transformational authority impacts thought era; value-based administration impacts thought execution; relationship styles moderates the affect of transformational administration on thought era; and relationship styles moderates the affect of value-based administration on thought execution. A director that's trying to create imaginative representatives and a competitive organization in a turbulent environment is in the way exhorted to utilize both structures and administration styles with a great relationship climate among workers inside the organization.

Legood et al. (2021) considered the incremental legitimacy of eight authority styles (transformational, value-based, true, moral, worker, damaging, paternalistic and engaging) in foreseeing full of feeling and cognitive measurements of believe as interceding components within the relationship between authority and execution results. Prove proposes that full of feeling and cognitive measurements of believe play a differential part in the interceding prepare which affective believe within the pioneer could be a more effective indicator of execution and OCB.

Rivaldo (2021) pointed to affirm the hypothesis with experimental prove centering on authority, worker inspiration, representative work fulfillment, and worker execution. The inquire about connected a causal show overview strategy with way investigation methods. The noteworthiness esteem of authority on work fulfillment is, it is concluded that coordinate administration has no significant effect on work fulfillment. The importance esteem of inspiration on work fulfillment is which implies that inspiration incorporates a critical coordinate impact on work fulfillment. With comparable centrality esteem of, administration incorporates a critical coordinate impact on representative execution. Inspiration features a critical coordinate impact on worker execution with importance esteem. Finally, with the centrality esteem of work fulfillment specifically features a noteworthy impact on representative execution.

Tianingrum (2021) ponder points to decide the impact of impact on worker execution and to see the impact of Organizational Culture on worker execution. The information collection procedure utilized essential information within the frame of a survey. The information investigation strategies that inquire about utilized the Basic Condition Modeling-Partial Slightest Square (SEM PLS) strategy. The ponder shows that 1) Administration features a positive and critical impact on Representative Execution, 2) Administration contains a positive and noteworthy impact on Organizational Culture, 3) Organizational culture includes a positive and critical impact on worker execution.

Arsawan et al. (2022) aimed to examine determinants of employee's inventive work behavior in trade SMEs. The common issue in a few send out SMEs was a need of

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information execution and worker advancement to supply problem-solving. It utilized a quantitative strategy with managed surveys dispersed to 177 workers of the trading SMEs. The investigate information were assessed utilizing SmartPLS 3.2.7. The result appears that transformational administration was outstandingly related to organizational commitment, information sharing, as well as imaginative work behavior. Moreover, organizational commitment and information sharing are twofold go between transformational administration and inventive work behavior.

Hafsah Zahur et al. (2022) examined the true administration impacts execution of people in nearness of believe and pioneer part trade prove from wellbeing care segment. Information was collected from 320 workers working in hospitals/health segment of Pakistan. Discoveries of the current think about affirm critical and positive impact of the bona fide authority with person execution associated both specifically and in a roundabout way through intervening impact of believe and LMX. Assist, it is moreover uncovered that bona fide authority makes dependable environment among the followers that improves worker LMX and in the way moves forward their work execution.

Babatope et al. (2023) pointed to ponder the relationship and relative impact between work burnout, family commitment, and authoritative commitment and ideal efficiency utilizing the item minute relationship and investigation of change (ANOVA) estimation strategies. The think about recommends that work burnout and work–family clashes are emphatically related with tall efficiency at work and expanded hierarchical commitment. The gender measurements of the result uncovered that female’s involvement more work burnout and work–family strife than guys.

Albdareena et al. (2024) considered the relationship between moral administration and employees' imaginative behavior. The comes about appeared that there was an affect for moral administration on the employees' inventive behavior and the organizational commitment in part intercedes the relationship between moral authority and the employee's imaginative behavior.

Subaidi et al. (2024) consider pointed deciding the impact of inventive behavior and organizational commitment intervening the affect of work joy on worker execution at the Staff of Pharmaceutical, College of Mataram. The test considers produced to 64 representatives. Based on the study's comes about, it can be concluded that work joy incorporates a positive and noteworthy impact on representative execution at the Faculty of Pharmaceutical, College of Mataram. Work joy encompasses a positive and critical affect on inventive behavior at the Staff of Pharmaceutical, College of Mataram.

METHODOLOGY

Aim: The study aims to investigate the role of leadership in empowering employees and how the empowerment impacts employee job performance, organizational commitment, and innovative behavior.

Research Objective:

- To examine the impact of leadership style on organizational commitment.
- To assess the relationship between organizational commitment and job performance.
- To explore the effect of organizational commitment on innovation in the workplace.
- To examine the impact of leadership style on employee innovative behavior.

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Research Problem:

- To know the leadership style impact on employees' organizational commitment.
- To know the relationship between organizational commitment and job performance in organizational settings.

Hypothesis:

- **H₁:** There would be a positive impact of Leadership style on organizational commitment.
- **H₂:** There would be a positive impact of Organizational commitment on job performance.
- **H₃:** There would be a positive impact of Organizational commitment on the workplace.
- **H₄:** There would be a positive impact of Leadership style on the employee innovative behavior.

Research Design:

The current research has Descriptive, Correlation research design and Inferential Statistics.

Sample Size & Sampling Technique:

The sample consisted of Employees (N= 100) who were in private companies. The participants were from both urban and rural areas who were only employed. The sampling was based on the Simple Random Sampling method.

Inclusion Criteria:

- Education till 10 Class.
- Employed.
- Individuals from Private Sector.
- Male & Female.

Exclusion Criteria:

- Education below 10 Class.
- Students.
- Unemployed.
- Government Employees.
- Individual with Intellectual Disability.

Tools Used:

1. **Leadership Style Questionnaire (LSQ):** The **Leadership Style Questionnaire (LSQ)** by **Cheng et al. (2004)** reports good internal consistency, with Cronbach's Alpha values ranging from 0.75 to 0.90. Construct validity was confirmed through factor analysis, supporting the differentiation of leadership styles. Additionally, the tool demonstrated criterion-related validity through correlations with performance and satisfaction outcomes (Cheng et al., 2004).
2. **Organizational Commitment Questionnaire (OCQ):** The **Organizational Commitment Questionnaire (OCQ)** developed by **Meyer & Allen (1991)** shows strong reliability, with **Cronbach's Alpha** values typically ranging from 0.80 to 0.90. The scale demonstrates **good construct validity** through factor analysis, distinguishing between affective, continuance, and normative commitment.

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Additionally, it has shown **criterion-related validity** by correlating with job satisfaction, turnover intention and job performance (Meyer & Allen, 1991).

- 3. Employee Job Performance Scale (EJPS):** The **Employee Job Performance Scale (EJPS)** developed by **Williams & Anderson (1991)** shows strong reliability, with **Cronbach's Alpha** values ranging from 0.80 to 0.90. The scale has demonstrated **good construct validity** through factor analysis, confirming its ability to differentiate between task performance and contextual performance. Additionally, criterion-related validity has been supported by correlations with supervisory ratings of employee performance (Williams & Anderson, 1991).
- 4. Employee Innovation Behavior Scale (EIBS):** The **Employee Innovation Behavior Scale (EIBS)** developed by **Scott & Bruce (1994)** shows strong reliability, with **Cronbach's Alpha** values ranging from 0.80 to 0.90. The scale has demonstrated **construct validity** through factor analysis, capturing different dimensions of innovation behavior. Additionally, it has **criterion-related validity**, correlating with creativity, idea implementation, and job performance outcomes (Scott & Bruce, 1994).

Procedure

Using Random sampling, the researcher approached the participants who were eligible to participate in the study. The data collection online informed consent was taken from the participants to ensure that they were willing to take part in the study. The participants were briefed about the study and their queries were addressed to their satisfaction. They were also asked to fill socio demographic details. Participants were informed that the data collected will be kept confidential and will be used for research purposes only. Ethical guidelines were followed, ensuring voluntary participation and confidentiality.

Statistical Analysis

The acquisitions were analyzed using a computer software application SPSS. The analysis was carried out in three phases.

- 1. Normality Test:** The data normality was assessed using the Shapiro-Wilk Test of Normality as it is a reliable test.
- 2. Descriptive Statistics:** The description of the data collected was calculated using Correlation.
- 3. Inferential Statistics:** The Inferential Statistics used in the current study is Correlation

RESULT

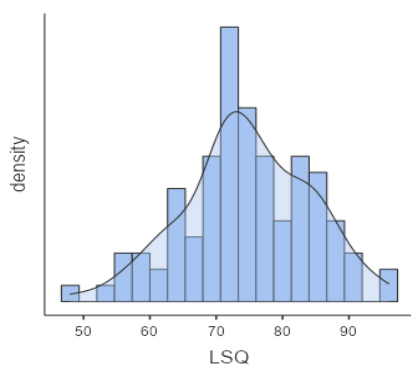


Fig (i) Leadership Style

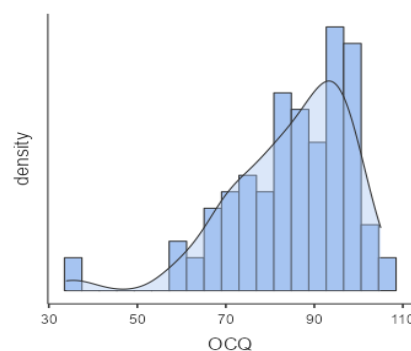


Fig (ii) Organizational Commitment

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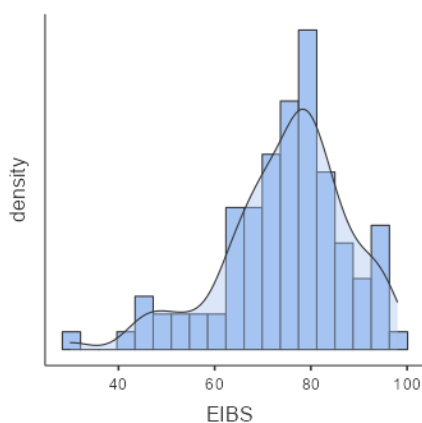


Fig (iii) Employee Innovative Behavior

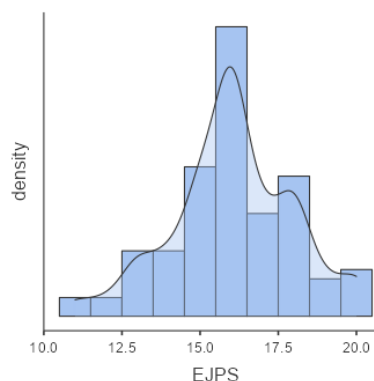


Fig (iv) Employee Job Performance

The comes about displayed within the table back all three speculations. H₁ is affirmed, as the solid positive relationship ($r = 0.521, p < .001$) between Leadership Style (LS) and Organizational Commitment (OC) illustrates that viable authority essentially upgrades employees' commitment to the organization. This finding proposes that authority hones straightforwardly impact employees' connection and devotion to their work environment. H₂ is additionally approved, with noteworthy positive relationships between Organizational Commitment (OC) and Employee Job Performance (EJP) ($r = 0.290, p < 0.01$). These comes about show that workers who are more committed to their organization tend to display way better work execution, reflecting the affect of organizational commitment on work results.

H₃ is backed by the positive relationship ($r = 0.270, p < 0.01$) between Organizational Commitment (OC) and Worker Association within the Employee Innovative Behavior (EIB), suggesting that higher organizational commitment leads to more prominent worker engagement and interest within the working environment. H₄ is also backed by direct significant positive relationship ($r = 0.293, p < 0.01$) between Leadership Style (LS) and Employee Inventive Behavior (EIB).

The relationship matrix displayed in Table 1 appears the connections between four factors: Leadership Style (LS), Organizational Commitment (OC), Employee Inventive Behavior (EIB), and Employee Job Performance (EJP). The values represent Pearson's relationship coefficients (r), with significance levels shown by p -values. Leadership Style (LS) and Organizational Commitment (OC) have a high significant, positive relationship ($r = 0.521, p < .001$), proposing that as leadership style moves forward, organizational commitment too increments. Leadership Style (LS) and Employee Inventive Behavior (EIB) appear a direct significant positive relationship ($r = 0.293, p < 0.01$), showing that superior administration is connected to more inventive behaviors from workers.

Table 1. Correlation Matrix
Correlation Matrix (df =98, N=100)

| Variables | LS | OC | EIB |
|-----------|----------|---------|----------|
| OC | 0.521*** | — | |
| EIB | 0.293** | 0.270** | — |
| EJP | 0.418*** | 0.290** | 0.504*** |

Note. * $p < .05$, ** $p < .01$, *** $p < .001$

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Leadership Style (LS) and Employee Job Performance (EJP) have a significant positive relationship ($r = 0.418$, $p < .001$), recommending that authority style altogether impacts work execution. Organizational Commitment (OC) and Worker Innovative Behavior (EIB) are emphatically connected ($r = 0.270$, $p < 0.01$), in spite of the fact that the relationship is weaker compared to others, demonstrating that representatives who are more committed to the organization tend to lock in more imaginative behavior.

Organizational Commitment (OC) and Employee Job Performance (EJP) have a direct significant positive relationship ($r = 0.290$, $p < 0.01$), appearing that representatives with higher organizational commitment tend to perform way better at work. Employee Innovative Behavior (EIB) and Employee Job Performance (EJP) display a highly significant positive relationship ($r = 0.504$, $p < .001$), showing that workers who appear higher imaginative behavior are likely to perform way better in their occupations.

DISCUSSION

The result of the analysis supports the thought that authority could be a capable figure in forming the attitudes and behaviors of workers in organizations. Specifically, the positive relationship between Leadership Style and the other factors appears that when authority is more compelling and steady, workers are more likely to feel committed to the organization, carry on imaginatively, and perform way better in their employments.

The moderately weaker relationship between Organizational Commitment and Employee Innovative Behavior, whereas still factually critical, demonstrates that whereas organizational commitment can cultivate advancement, it may not be as coordinate or solid as the impact of authority. The study propose that other factors—such as the work environment, assets accessible, or the degree of independence representatives have—might too play vital parts in cultivating development.

Additionally, the solid relationship between Representative Inventive Behavior and Worker Work Performance underlines the significance of empowering development within the work environment. Workers who think inventively and come up with unused arrangements are likely to contribute more to the organization's objectives and have higher work performance. The finding recommends that organizations ought to center on making an environment that supports development, because it is closely connected to higher efficiency and superior results.

By and large, the scores of the significance of authority in shaping key results within the workplace. Organizations that need to upgrade worker execution ought to prioritize creating solid authority aptitudes and back frameworks that cultivate organizational commitment, innovative behavior, and eventually, work execution.

CONCLUSION

The relationship examination demonstrates that Leadership Style (LS) has the foremost noteworthy positive effect on Organizational Commitment (OC), Employee Innovative Behavior (EIB), and Employee Job Performance (EJP). The administration suggests that it could be a key driver in affecting these vital work-related results. In specific, solid administration is related with more prominent organizational commitment and way better execution results, highlighting the basic part that viable authority plays in persuading workers.

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Employee Innovative Behavior (EIB) too shows up to be a solid indicator of Employee Job Performance (EJP), proposing that cultivating an environment where development is energized can lead to higher representative execution. Whereas the relationship between Organizational Commitment (OC) and work execution is direct, the relationship still recommends that committed representatives are more likely to perform well in their parts.

Limitations

A key restriction of utilizing relationship in investigation is that relationship does not suggest causation. Whereas the think about might discover critical connections between authority style, organizational commitment, work execution, and development, it cannot build up that one variable straightforwardly causes changes within the others. For illustration, indeed on the off chance that a solid positive relationship is found between transformational administration and organizational commitment, it is hazy whether transformational style specifically improves commitment, or on the off chance that committed workers is more likely to see their pioneers as transformational. Other outside variables may too impact comes about; encourage complicating the translation of causal connections.

Another restriction of correlation investigate in the setting is the potential for perplexing factors which will not be controlled for. Organizational commitment, work execution, and development can be affected by numerous variables past authority style, such as organizational culture, worker identity, work fulfillment, or outside advertise conditions. These bewildering factors can skew the watched connections between the key factors beneath think about. For occasion, representatives in a profoundly imaginative and steady work environment might appear tall work execution and advancement, but it seem be ascribed to variables other than authority style, such as get to assets or a collaborative group culture. The disappointment to account for the variables diminish the inner legitimacy of ponders.

Besides, correlation thinks about regularly depend on self-reported information, which presents the hazard of inclinations such as social attractive quality or reaction inclination. Representatives may be hesitant to provide genuine criticism approximately their pioneers or their claim execution, particularly in case they see their answers might reflect adversely on their relationship with the organization. It may lead to expanded or skewed comes about, especially when measuring subjective factors like organizational commitment or authority style. The dependence on self-report measures moreover limits the capacity to triangulate discoveries with objective information or other points of view, such as those from supervisors or peers, lessening the vigor of the conclusions drawn from the consider.

Implications

The inquire about on The Impact of Authority Style on Organizational Commitment and Its Impact on Work Execution and Development offers vital suggestions for both scholastic hypothesis and organizational hone. It highlights how diverse administration styles, such as transformational and value-based authority, essentially affect organizational commitment, which in turn impacts work execution and development. Understanding these connections can direct organizations in receiving authority hones that upgrade worker engagement and inspiration, eventually making strides by and large execution. Moreover, the think about underscores the part of administration in cultivating an inventive culture, where pioneers

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who energize imagination and risk-taking are more likely to motivate development and drive long-term victory.

Future Recommendations

Future investigate ought to consider conducting longitudinal ponders to investigate the long-term impacts of authority styles on organizational commitment, work execution, and development. This would give more profound bits of knowledge into how authority impacts these results over time, especially in energetic work situations.

Cross-Cultural and Cross-Industry Inquire about: It would be useful to conduct investigate over distinctive societies and businesses to look at how authority styles may change in their affect depending on the setting. Such considers might give a more nuanced understanding of how administration behaviors impact organizational commitment and development all inclusive.

Investigating Interceding Variables: Future ponders may investigate extra factors which will intercede or direct the relationship between authority fashion and organizational results. For occasion, variables like worker identity, organizational culture, or work environment might essentially impact how administration impacts commitment and execution.

Computerized Change and Authority: As organizations progressively experience computerized change, future inquires about may examine how authority styles affect organizational commitment and advancement within the setting of mechanical alter. Understanding how administration interatomic with innovative headways would be pivotal for organizations adjusting to the computerized age.

Differences and Authority: Growing inquire about to investigate how sexual orientation, ethnicity, and differing qualities inside administration impact organizational results may offer a broader point of view on compelling administration. Looking at how different administration styles affect representative commitment and advancement may cultivate more comprehensive organizational procedures.

By tending to these future roads, analysts and organizations can way better get it the advancing part of authority in driving commitment, execution, and advancement over distinctive organizational settings.

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Conflict of Interest

The author(s) declared no conflict of interest.

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