

The Impact Of Leadership Styles On Employee Commitment: A Reflective Analysis In The Context Of Guinness Ghana Breweries Limited

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Abstract

This study delves into the essential role of effective leadership in promoting employee commitment within organizations. Drawing from the field of organizational psychology and organizational behaviour literature, this study investigates how various leadership styles influence employee commitment within the context of Guinness Ghana Breweries Limited (GGBL) located in Kumasi.

A total of 120 participants comprising 85 employees and 35 leaders were included in the study. The multifactor leadership questionnaire (MLQ) and organizational commitment questionnaire (OCQ) were used as the primary instruments for evaluating leadership styles and employees' organizational commitment, respectively.

The results emphasize the significance of transformational leadership in facilitating positive correlations with both affective and continuance employee commitment. On the other hand, transactional leadership style demonstrated a significant yet weak correlation solely with normative commitment. Notably, laissez-faire leadership style exhibited a negative association with employees' affective and normative commitment.

The findings highlight the critical role of leadership in influencing employee commitment, emphasizing the importance of transformational leadership practices in enhancing employee engagement and organizational success. Furthermore, it sheds light on the potentially negative effects of laissez-faire leadership, meriting attention to the leadership approaches employed by organizations seeking to rally their teams towards common objectives and successes.

Keywords: *Leadership Styles, Employee Commitment, Employee Engagement, Transformational Leadership, Organizational Behaviour.*

Date of Submission: 01-12-2024

Date of Acceptance: 10-12-2024

I. Introduction

In the contemporary business landscape, organizations face intense competition and the need for constant innovation to stand out among their rivals (Jensen et al., 2016). Consequently, organizational change has become a regular feature of operations. This turbulence in the business environment is driven by various forces such as technological advancements, globalization, deregulation, and heightened consumer awareness (Biza and Irbo, 2020).

In this dynamic context, the success of organizations hinges on the quality of their human capital. The competitive edge of companies no longer lies solely in their products, but rather in their people (Biza and al, 2016; Biza and Irbo, 2020). Employees are recognized as the lifeblood and most valuable resource of organizations, and their commitment plays a pivotal role in driving organizational performance and success (Beheshtifar and Herat, 2013). Committed employees are more likely to go the extra mile and contribute to the organization's achievements, while also reducing employee turnover.

Today's business world demands employees who think like entrepreneurs, work effectively in teams, and constantly prove their value, a concept known as corporate entrepreneurship. As intangible resources, people are difficult to imitate, making them a potential source of competitive advantage for organizations (Aziz et al., 2021). As such, employee commitment is paramount, and various factors influence its cultivation (Pham et al, 2019). Notably, the behaviour of leaders holds a significant sway in this regard.

Leadership, in the context of this study, refers to individuals appointed by organizations to oversee and manage various activities within the workplace. Leadership style encompasses the manner and approach used to provide direction, implement plans, and motivate employees (Specchia et al, 2019; Aboramadan and Dahleez, 2020). The success of a leader's approach hinges on the willingness and commitment of the employees they lead based on trust, understanding, and belief in the organization's success (DeCenzo et al, 2016; Obedgiu et al, 2017).

Employee commitment is a psychological state that binds individuals to their organizations, reflecting

their attachment and involvement with their employers (Islam et al, 2016; Nanjundeswaraswamy, 2023). However, there is a growing gap between employer expectations and the willingness of employees to meet them, which is often attributed to management failures (Tuncer et al, 2021). Effective management, therefore, entails instilling the skills of committed employee management into organizational culture.

In view of this, Guinness Ghana Breweries Ltd. (GGBL), a leading player in the fast-moving consumer goods industry and a subsidiary of Diageo Plc, recognizes the significance of effective leadership behaviour in achieving positive outcomes. High employee turnover is a concern for GGBL because of its market position, prompting a focus on management training and leadership practices that yield positive results. This study aims to explore the leadership styles exhibited at GGBL and their relationship to employee commitment, providing valuable insights for the organization's continued success.

Fostering an effective leadership style that recognizes the significance of retaining skilled personnel is paramount for the sustained prosperity and endurance of any business organization. However, in many Ghanaian businesses, work environments tend to be strictly scheduled, task-oriented, and inflexible, with imposed policies and decisions relegating employees to mere instruments of task completion. The prevalent lack of emphasis on employee motivation, coupled with the prevailing fear of unemployment, often results in disengaged employees contemplating changing jobs without prior notice, leading to employer grievances. Although prior studies (Biza and Irbo, 2020; Donkor and Zhou, 2020; Mulugeta and Pandian, 2020; Rabiul et al, 2020; Zerner et al, 2021; Owusu-Addo, 2023) have recognized leadership behaviours as vital determinants of employee commitment, the specific influence of leadership styles on employee commitment within the fast-moving consumer goods industry, particularly in the Ghanaian context, remains inadequately addressed. This study sought to identify and examine the leadership styles exhibited by Guinness Ghana Breweries Limited and their impact on employee commitment.

II. Literature Review

This section reviews extant literature on leadership styles, employee commitment and the relationship between variables.

Understanding Leadership

Defining leadership can be difficult because scholars often approach it from various perspectives, making a universal definition challenging. Essentially, leadership is about building and guiding a group to outperform its competitors (Jabeen and Rahim, 2021; Hussein et al, 2022). The common thread in most leadership definitions is the idea of someone taking the lead, organizing team members, and driving them toward predetermined goals. While leadership research has predominantly focused on aspects such as leadership effectiveness, identifying traits of successful leaders, leadership theories, and leadership development (Esbati & Korunka, 2021; Xu et al., 2021), it is important to note that such research has traditionally focused on highlighting the positive and constructive aspects of leadership while overlooking its potential downsides. Researchers have largely concentrated on leader effectiveness and factors contributing to optimal performance and outcomes (Nazir et al., 2021; Hussein et al, 2022). In the following sections, we explore various leadership styles, including transactional, transformational, and laissez-faire leadership, to better understand how leaders influence and guide their teams.

Exploring Leadership Styles

The leadership style of a supervisor directly influences employee performance (Kwon & Kim, 2020). Over time, various leadership styles have emerged, including adaptive, authentic, charismatic, dispersed, ethical, laissez-faire, humour, servant, spiritual, transactional, transcendent, transformational, and virtuous leadership styles (Koo et al, 2018; Mekpor, and Dartey-Baah, 2020; Elkhwesky et al, 2022). However, three leadership styles have garnered particular attention in the literature: transformational, transactional, and laissez-faire.

Transformational leaders inspire better performance by changing attitudes, beliefs, and values through motivation (Bakker et al, 2022). In contrast, transactional leaders focus on achieving results through various transactions, whether economic, political, or psychological (Adriansyah et al, 2020). These transactions may involve offering rewards to subordinates to encourage satisfactory performance (Trottier et al., 2008). Transformational and transactional leadership styles are proactive in addressing and preventing issues using different approaches. They stand in contrast with the laissez-faire leadership style. Laissez-faire leaders are extremely passive, often reluctant to exert influence, and may delegate their responsibilities entirely because of a high degree of trust in their subordinates (Donkor and Zhou, 2020).

Employee Commitment

Employee commitment describes how devoted an employee is to their organization's goals (Sharma et al, 2021). Research indicates that employee commitment is a complex concept with three important aspects: affective, continuance, and normative commitment (Islam et al., 2016). Affective commitment involves emotional

attachment, continuance commitment is tied to recognizing the benefits of staying, and normative commitment represents an employee's sense of duty (Biza and Irbo, 2020; Hussein et al, 2022).

III. Materials And Methods

The study adopted a quantitative descriptive research design to gather information and discover existing relationships between the dependent and independent variables identified in the research. In line with the purpose of this study, the target population comprised both employees (instructors) and leaders (supervisors) of the main Guinness Ghana Limited manufacturing plant located in Kumasi. The branch was specifically chosen because it is the larger of the two manufacturing plants the company has in Ghana. Due to the nature of the organization's structure, shift system, and the availability of respondents for interviews, convenience sampling was used to select respondents. One hundred and twenty respondents which consisted of eighty-five (85) employees and thirty-five (35 managers) were sampled. In sampling respondents, selected employees were expected to have worked with the organization for at least one year under the same manager, while sampled managers should have served in that capacity or a similar one for at least one year.

The data collection instrument consisted of a structured questionnaire based on the Multifactor Leadership Questionnaire (MLQ) and the Organizational Commitment Questionnaire (OCQ). The MLQ was used in this research to obtain quantitative information on the leadership styles exhibited by managers and employees (Batista-Foguet et al, 2021; Bajcar & Babiak, 2022). The MLQ consists of several statements regarding the leadership style of the individual being tested. The questionnaire used in this study consisted of twenty-seven (27) statements that identified and measured key aspects of leadership behaviours. Each statement corresponds to one of the nine components of the three leadership styles. Participants were asked to assess and testify to how frequently the behaviours described by each of the statements were exhibited. The MLQ used 27 items rated on a 5-point Likert scale (1 = not at all, 2 = once in a while, 3 = sometimes, 4 = fairly often, 5 = frequently, if not always). High scores reveal perceptions of highly effective leadership styles, while low scores indicate less effective leadership styles on the scale.

The OCQ was used to obtain information on employee commitment (Dahmardeh & Nastiezaie, 2019; Eliyana & Ma'arif, 2019). The OCQ consisted of three dimensions namely, "Affective commitment", "Continuance commitment" and "Normative commitment". The selected OCQ was a self-scoring questionnaire with responses to 12 items (four items for each dimension) rated using a 5-point Likert scale (1 = strongly disagree, 2 = disagree, 3 = neither agree nor disagree, 4 = agree, 5 = strongly agree). High scores indicate perceptions of a high level of employees' organizational commitment, whereas low scores indicate perceptions of low employee organizational commitment on the scale.

Cronbach's alpha coefficient was used to confirm the reliability of the Likert-scale questions and internal consistencies of the data collection instrument employed. Two-tailed Pearson correlation analysis was used to investigate the relationship between various leadership styles and employee commitment dimensions, while the independent samples t-test was used to compare the results of MLQ responses from the respondents.

IV. Results And Discussions

Analysis of the personal characteristics of the respondents in this study revealed that 29% of the respondents were female and 71% were male. The mean age of respondents was 36.50 yrs. Furthermore, 29% were leaders/managers and the remaining 71% were employees. The details are presented in Table 1.

Table 1: Personal Characteristics of Respondents

Category	Frequency (N=120)	Percentage
<i>Sex</i>		
Male	98	81.7
Female	22	18.3
Mean Age	36.50	
<i>Job Title</i>		
Leader/Manager	35	29.2
Employee	85	70.8
<i>Leaders/Managers Profile</i>		
<i>Sex</i>		
Male	33	94.3
Female	3	5.7
Mean Age	35.07	
<i>Worked in Current position</i>		
1 – 3years	20	57.1
3 – 5 years	6	17.1
Above 5 years	9	25.8
<i>Marital Status</i>		

Single	10	28.57
Married	25	71.43
Employees Profile		
<i>Sex</i>		
Male	65	76.5
Female	20	23.5
<i>Mean Age</i>		
<i>Worked in Current position</i>		
1 – 3years	11	12.9
3 – 5 years	25	29.4
Above 5 years	49	57.7
<i>Marital Status</i>		
Single	41	48.24
Married	44	51.76

From Table 2, it can be deduced that transformational leadership is the dominant style employed in the organization. Conversely, the Laissez-Faire leadership style recorded the lowest perception among the respondents. In addition, respondents perceived the leadership style exhibited by the GGBL. were slightly more transformational (M = 4.10) than transactional (M = 3.48) or laissez-faire (M = 2.80). The mean 4.10 also shows that most of the responses were within the range of “fairly often” to “frequently, if not always”. On the other hand, Laissez-Faire recorded the least perception among the respondents with a mean of 2.80 which falls within the range of “once in a while” and “sometimes” of the Likert scale used to determine the extent of agreement or disagreement in the questionnaire.

These results support the findings of Trottier et al (2008), who showed that transformational leadership variables are slightly more important in terms of their overarching concept of leadership effectiveness in followers’ perceptions of importance.

Table 2: Mean and Standard Deviations of Leadership Styles and Employee Commitment

Variable	Mean	Std. Dev.
Idealized Influence (Attributed)	4.09	1.33
Idealized Influence (Behaviour)	3.75	1.62
Inspirational Motivation	4.47	1.23
Intellectual Stimulation	4.06	1.51
Individualized Consideration	4.13	1.56
Transformational Leadership	4.10	1.45
Contingent Reward	4.09	1.43
Management By Exception (Active)	3.86	1.57
Management By Exception (Passive)	2.50	1.82
Transactional Leadership	3.48	1.82
Laissez-Faire	2.80	1.88
Employee commitment	3.52	1.78
Affective Commitment	3.65	1.83
Continuance Commitment	3.31	1.71
Normative Commitment	3.59	1.81

N=120

On the other hand, the mean score for management-by-exception (active) was 3.86; and the scores for management-by-exception (passive) and laissez-faire were between 2.50 and 2.80, respectively. These findings suggest that certain leaders in the company effectively practiced a transformational style of leadership. Consequently, they successfully attained several significant outcomes such as fostering a sense of pride, mentoring, maintaining positive communication, and boosting employee creativity. While the overall scores of data for the transformational and transactional subscales are supported by the ideal” levels for effective leadership, as found in the literature (Bass & Avolio, 1993), the scores in this study are higher. They suggested that scores for the most effective leaders include a mean of 3.0 or higher for idealized influence (attributed), idealized influence (behaviour), inspirational motivation, intellectual stimulation, and individualized consideration. However, the mean scores for the transformational leadership subscale in this study ranged from 3.75 to 4.13. In addition, they suggested a mean score of 2.0 for contingent rewards, while this study’s mean score was 4.09.

Furthermore, the results indicate that the predominant perception of employee commitment is affective, considering that it recorded the highest average of 3.65 among the three types of commitment. Normative commitment is next with a mean of 3.59 and Continuance Commitment is the least, with a mean of 3.31.

Comparisons between Leader and Employee Responses on Leadership Styles

As shown in Table 3, the mean score for employees’ responses on each of the transformational leadership

subscales ranged from 3.25 to 4.06, whereas the score for leaders ranged from 4.12 to 4.72. On the other hand, the mean scores for the transactional leadership subscales ranged from 3.04 to 3.65 for employees' responses and from 2.39 to 4.35 for leaders. Generally, the leaders' responses on the transactional leadership scale revealed a higher mean with a slightly lower standard deviation than the employees' responses. However, the mean scores of the leaders' responses on the laissez-faire leadership scale were lower than those of employees.

Bass and Avolio (1993) indicate a score of 3.0 and a standard deviation that ranges 0.0 to 1.0 as ideal for effective leaders. In contrast, the results of this study revealed a higher mean for transformational and transactional leadership. While there were several differences in the means (the mean response of employees was higher than the leaders) when compared to the results of Bass and Avolio (1993), the standard deviation values for all the three leadership styles as indicated by both leaders and employees were all higher than the benchmark provided by Bass and Avolio (1993).

The difference in mean values may be attributed to the difference in the size of the two samples or the considerable difference between the perceptions of both groups regarding leadership styles. Another possibility could be that even though leaders perceive themselves as practicing what is required of them, their employees believe otherwise. The latter can also explain the differences in standard deviation values between employees and leaders. Thus, there is a major difference between leaders' and employees' perceptions of their behaviour. These findings are similar to those of Biza and Irbo (2020), who observed significant differences between leaders and employees in all leadership dimensions under investigation.

Table 3: Comparison for the MLQ and OCQ (Leaders and Employees) Responses

	Respondent	N	Mean	Std. Deviation	Std. Error Mean
Idealized influence (attribute)	Leader	35	4.6	0.92	0.15
	Employee	85	4.01	1.49	0.16
Idealized influence (behaviour)	Leader	35	4.12	1.31	0.22
	Employee	85	3.25	1.77	0.19
Inspirational motivation	Leader	35	4.72	0.91	0.15
	Employee	85	4.06	1.49	0.16
Intellectual stimulation	Leader	35	4.45	1.07	0.19
	Employee	85	3.40	1.89	0.21
Individualized consideration	Leader	35	4.47	1.26	0.21
	Employee	85	3.60	1.86	0.20
Transformational leadership	Leader	35	4.47	1.09	0.19
	employee	85	3.66	1.70	0.18
Contingent reward	Leader	35	4.35	1.15	0.19
	Employee	85	3.65	1.58	0.17
Management by exception (active)	Leader	35	4.04	1.29	0.22
	Employee	85	3.37	1.91	0.21
Management by exception (passive)	Leader	35	2.39	1.78	0.30
	Employee	85	3.04	1.99	0.22
Transactional leadership	Leader	35	3.59	1.41	0.24
	employee	85	3.35	1.83	0.20
Laissez-faire	Leader	35	2.51	1.83	0.31
	Employee	85	3.24	1.97	0.21
Affective commitment	Leader	35	3.37	1.82	0.31
	Employee	85	2.09	1.68	0.19
Continuance commitment	Leader	35	2.46	1.68	0.28
	Employee	85	2.71	1.92	0.21
Normative commitment	Leader	35	3.43	1.78	0.30
	Employee	85	2.02	1.65	0.18

The results in Table 4 reveal that the p-values are all less than 0.05, except for “**Management by Exception.**” It is also evident that p-values are less than 0.05, for all dimensions under the “*t-test for equality of mean*” [apart from “management by exception (active)”]. This implies a significant difference in the means of leadership styles and employee commitment between leaders and employees. This finding also supports the findings of Biza and Irbo (2020), who discovered significant differences between leaders' perceptions of the leadership styles they practiced and their employees' perceptions of leaders' style of leadership.

Table 4: Results of T-test for equality of mean scores by the two samples on MLQ

		Levene's Test for Equality of Variances		t-test for Equality of Means		
		F	Sig.	t	df	Sig. (2-tailed)
Idealized influence (attribute)	Equal variances assumed	180.337	.000	3.845	118	.000
	Equal variances not assumed			4.875	110.083	.000
Idealized influence (behaviour)	Equal variances assumed	33.813	.000	6.433	115	.000
	Equal variances not assumed			7.763	91.095	.000
Inspirational motivation	Equal variances assumed	59.603	.000	2.870	118	.005
	Equal variances not assumed			3.875	117.857	.000
Intellectual stimulation	Equal variances assumed	2045.191	.000	5.195	118	.000
	Equal variances not assumed			7.771	100.603	.000
Individualized consideration	Equal variances assumed	60.496	.000	3.002	118	.003
	Equal variances not assumed			3.395	84.848	.001
Contingent reward	Equal variances assumed	227.164	.000	4.174	118	.000
	Equal variances not assumed			5.307	110.598	.000
Management by exception (active)	Equal variances assumed	.099	.754	-1.238	118	.218
	Equal variances not assumed			-1.247	64.413	.217
Management by exception (passive)	Equal variances assumed	5.451	.021	-2.138	118	.035
	Equal variances not assumed			-2.191	66.956	.032
Laissez faire	Equal variances assumed	34.762	.000	-2.913	118	.004
	Equal variances not assumed			-3.156	76.335	.002
Affective commitment	Equal variances assumed	8.882	.003	3.429	118	.001
	Equal variances not assumed			3.602	70.880	.001
Affective commitment	Equal variances assumed	14.373	.000	4.939	115	.000
	Equal variances not assumed			4.443	48.196	.000
Continuance commitment	Equal variances assumed	24.612	.000	-4.253	118	.000
	Equal variances not assumed			-4.685	79.510	.000
Normative commitment	Equal variances assumed	33.411	.000	2.665	116	.009
	Equal variances not assumed			2.885	73.217	.005

Relationship between Transformational leadership style and Employee Commitment

The results in Table 5 show a significant association ($P = .000$) between transformational leadership and all three commitment variables, with affective commitment having the strongest positive relationship, with a correlation coefficient of 0.578. Although there was a positive relationship, the results indicate a weak relationship with normative commitment (0.331) and a very weak relationship with continuance commitment (0.193). The results are similar to the findings of Chaturvedi et al. (2019) and Mulugeta and Pandian (2020) in their studies of employee commitment among employees in various iron and steel firms in India and the public sector in Ethiopia, respectively. These findings suggest that leadership behaviours that involve building trust, inspiring a shared vision, encouraging creativity, and emphasizing development are positively related to employee commitment (Biza & Irbo, 2020). Regarding affective commitment, the results show that these leadership behaviours are positively related to how employees feel about wanting to stay with GGBL. For normative commitment, the study also suggests that the same leadership behaviours are similarly positive, although weakly related to how employees feel about their obligation to stay with GGBL. Similarly, for continuance commitment, the study indicates that the same leadership behaviours are positive, albeit weakly related to how employees feel about their need to stay with GGBL.

Relationship between Transactional leadership style and Employee Commitment

The results indicated that the relationship between transactional leadership and affective commitment was negative (-0.027), indicating no relationship between these variables. However, normative commitment showed a very weak but significant positive relationship (0.122) and continuance commitment showed extremely weak and insignificant relationship (0.068), with transactional leadership style. This finding suggests that leadership behaviours involving exchange of rewards for meeting agreed-on objectives, highlighting problems, ignoring problems, or waiting for problems to become serious before acting, may not affect how employees feel about having to stay with the organisation. However, the results contrast with the findings of Biza and Irbo (2020)

and Tuffuor et al (2022) in their studies of an Ethiopian university and the Ghanaian financial sector respectively. The different results observed could be attributed to the different working environment and the sector in which this study was conducted.

Table 5: Pearson correlation matrix between leadership styles and employee commitment dimensions

Variable	Test	Affective Commitment	Continuance Commitment	Normative Commitment
Transformational Leadership	Pearson Correlation	.578**	.193*	.331**
	Sig. (2-tailed)	.000	.035	.000
	N	120	120	120
Transactional Leadership	Pearson Correlation	-.027	.068	.122
	Sig. (2-tailed)	.771	.462	.184
	N	120	120	120
Laissez - Faire	Pearson Correlation	-.376**	.028	-.277**
	Sig. (2-tailed)	.000	.765	.002
	N	120	120	120

N=120 *Correlation is significant at p< 0.05 level **Correlation is significant at P<0.01 level

Relationship between Laissez-Faire leadership style and Employee Commitment

Laissez-faire leadership style, according to the research data, is significantly and negatively related to affective (-0.376) and normative (-0.277) commitment respectively though it is relatively weak. But it has no relationship with continuance commitment (0.028). In contrast to these findings, Tuffuor et al (2022) discovered a significant, positive relationship between the laissez-faire style of leadership and employment commitment in the financial sector in Ghana. This difference can be explained in terms of the presence of some flexibility in the work culture of the financial sector, compared to the beverage production sector. The existence of a significant and negative relationship between laissez-faire leadership style and affective commitment and normative commitment as observed in this study suggests the strengths of negative influence on the affective commitment. Therefore, leadership behaviours that involve ignoring problems, displaying indifference, and overlooking achievements are negatively related to affective employees' commitment in GGBL. However, the almost non-existent relationship between the laissez-faire leadership style and continuance commitment suggests that the laissez-faire leadership style has no bearing on employees feeling the need to stay or not to.

V. Conclusions

The present study investigated the relationship between leadership styles and employee commitment among employees of Guinness Ghana Brewery Limited in Kumasi. The findings revealed transformational leadership as the most dominant leadership style exhibited by managers in GGBL. In addition, the transformational leadership style exhibited the most significant positive relationship with employees' commitment, while the transactional and Laissez-faire leadership styles had a mixed (positive and negative) relationship with the three employee commitment dimensions. Another noteworthy finding is the disparity in perceptions between leaders and subordinates regarding the leadership styles in practice. There is a substantial gap between the leadership behaviours demonstrated by leaders and how these behaviours are perceived by subordinates.

Based on these findings, the following implications are highlighted:

- Cultivating Transformational Leadership:** Considering the study's findings, which emphasize the positive link between transformational leadership and employee commitment across all dimensions, it is strongly recommended that leaders prioritize the development of transformational leadership qualities. Recognizing the significant impact of this leadership style on employee commitment, leaders should actively work on enhancing their transformational leadership skills.
- Addressing Laissez-Faire Leadership:** It is essential for leaders to mitigate laissez-faire leadership tendencies by promoting efficient teamwork, fostering cooperation, and building trust among colleagues. Leaders should align their actions with their leadership principles, avoiding behaviours such as indifference, overlooking achievements, and neglecting the concerns of their subordinates to strengthen organizational commitment.
- Leadership Training Programs:** Organizations should acknowledge the importance of transformational behaviours and take proactive steps to encourage these behaviours among their leaders. Implementing leadership training programs can help educate both managers and employees about the significance of transformational leadership in enhancing employee outcomes.

4. **Communication Mode Integration:** Building on the study's findings, organizations should integrate communication methods that promote transformational leadership behaviours. This could involve fostering open and empowering communication channels that inspire employees to embrace transformational leadership qualities.

Study Limitations

The study has certain limitations that need to be acknowledged. Firstly, its cross-sectional design implies that caution must be exercised when drawing firm conclusions about the findings. More robust inferences can be established in future research by using longitudinal data to examine the impact of leadership styles on employee commitment. Future studies could also consider other mediating variables in addition to the influence of demographic variables.

Furthermore, the study exclusively relied on quantitative data collection and analysis, omitting qualitative techniques, which offer more in-depth and broader perspectives. For future research, it is advisable to consider a mixed-methods approach that combines both quantitative and qualitative methods. This integrated approach can provide a more comprehensive view of studies of this nature, offering a more holistic understanding of the subject matter.

Declaration of Conflicting Interests

The authors declare no potential conflicts of interest with respect to the research, authorship and/or publication of this article.

Author contributions

Thekla Boateng & Ellis Kwadwo Peprah: Conceptualization, Methodology. **Ellis Kwadwo Peprah:** Data collection. **Thekla Boateng & Ellis Kwadwo Peprah:** Writing- Original draft preparation. **Ellis Kwadwo Peprah:** Data Analysis. **Thekla Boateng:** Writing- Reviewing and Editing,

Funding

The authors received no financial support for the research, authorship and/or publication of this article.

Research data for this article

Due to the sensitive nature of the questions asked in this study, survey respondents were assured raw data would remain confidential and would not be shared.

Data not available / The data that has been used is confidential

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