

The Role of Employee Engagement in Mediating the Relationship between Leadership Style and Organizational Commitment: A Study of a Healthcare Institution in Kano State, Nigeria

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Abstract. *The aim of this study therefore is to investigate the mediating role of employee engagement on the relationship between leadership style and organizational commitment in a selected healthcare institution in Kano State, Nigeria. It only shows that the said leadership initiatives still have not achieved the subject targets, as there is still a very huge gap between the effectiveness of the leadership activities that are undertaken in the specific organizational setting and the corresponding commitment level of the mentioned employees. Therefore, in the current study, the authors considered the employee demographic categorization in the healthcare setting, and employed a stratified random sampling approach to simultaneously distribute a quantitative self-administered questionnaire to 1,500 healthcare employees. The actual sample size derived out of the calculation made for the study was 385, while 320 sealed questionnaires were received and analyzed, thus making the response rate for the study equal to 83 per cent. In the present study, Statistical tools were in the form of Structural Equation Modeling and Confirmatory Factor Analysis to analyze the variables. It was evidenced from the literature review that leadership style positively influences organizational commitment mediated effectively by employee engagement. Of all the leadership styles mentioned in the study, transformational leadership was found to enhance the degree of commitment made by the employees and hence improving the organisational commitment. Engagement is also found to be the relational mechanism between leadership and commitment in the study. For that reason, there is a necessity in the adoption of transformational leadership practices and the development of the special protective measures to enhance the employee engagement level of the healthcare institutions in Kano State. Further, the leadership development initiatives should be run for continuity because when run for continuity, they help to sustain interest of the people working in the organization. Therefore, this study contributes to the existing understandings of leadership and employee engagement with focus on healthcare organisation to help the practitioners in improving organisational outcomes.*

Keywords: *Leadership Style, Employee Engagement, Organizational Commitment, Healthcare, Kano State.*

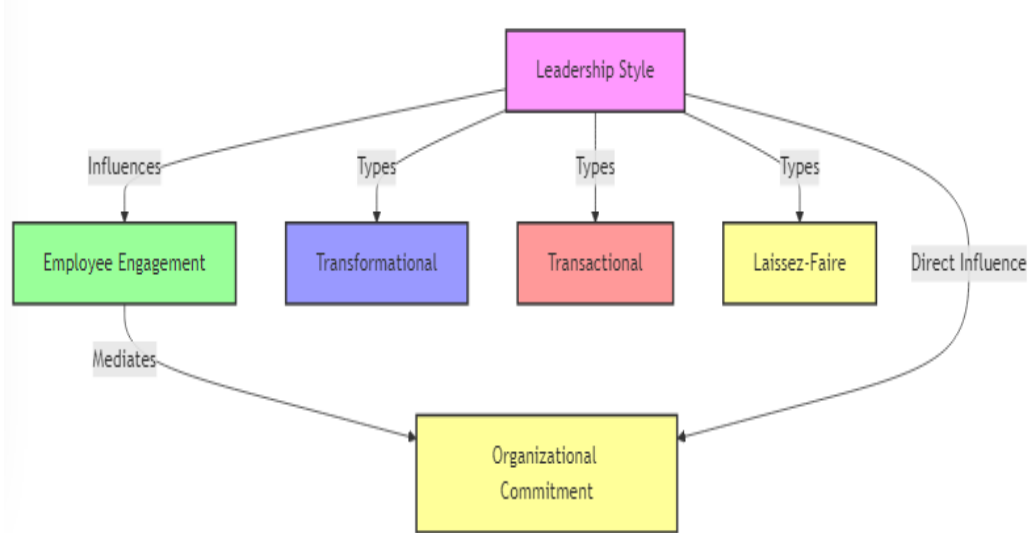
1 Introduction

Previous studies have shown that management plays a crucial role in the success or otherwise of the company especially in the health sector because what the company does may affect the lives of people. Previous studies have shown that management plays a crucial role in the success or otherwise of the company especially in the health sector because what the company does may affect the lives of people. This is why leadership is a critical element in promoting organisational culture and employees and also enhancing patients' status. Thus, when healthcare organizations struggle for delivering adequate, value based care, the role of leadership increases with a difficulty level. The role of employee engagement in moderating the relationship between leadership styles and organizational commitment in a selected healthcare institution in Kano State- Nigeria is therefore the subject of this research. Hence, there are some leadership behaviours, which are actually different from the other and achieved may perhaps affecting the organisation in a certain manner. For instance, the concepts of the transformational leadership, which tell about the possibility to influence the people and their psychological eagerness to go beyond their simple desire in the benefit of the whole company. Managers who apply this kind of leadership foster cohesiveness and innovation of the organizations increasing the level of workers' engagement and commitment (De Clercq, D., & Pereira, R. (2020). With reference to the theoretical framework of family business strategies this was evident in the light of the fact that further emphasis on technology and innovation suggests that the family business managers need to be updated on the latest technology that is useful in the business. They have to acquaint themselves with the new technologies thrown to the businesses for adoption. On the other hand transactional leadership has a formal structure of leadership with many orientations towards reward based and punishment based. While this type of leadership strategy might be effective in attaining measurable objectives in the short run, such as economic outcomes, it may not hold to foster robust organisational identification in the long run Ali et al., 2021. It has been established that autocratic leaders try to maintain status of current practice within organizations, which are ineffective in developing creative employees.

Laissez-faire leadership is the last among the types of leadership – as it offers a significant amount of decision-making authority to the employees. However, this approach has its drawback too because while it enhances self-regulation of the employees motivation and direction sometimes goes astray in cases of confusion unless corrected by the manager as noted Balden, R., & Cave. M. (2020). There is always question of who does what when no information is provided and this is prone to cause confusion in the unity of the team. Let us state that leadership occupies a central position in the processes of organization of culture. The organizational culture according to several scholars is the system of values, belief and practice that are dominant and perpetuated in the organization by its members. In my view leadership behaviours are really important in determining the organizational culture. Out of the four categories of leadership, the transformational leadership if positive culture that improve employee engagement and they are in the middle between leadership and organizational commitment (Purwanto, A. (2020). This has got several implications to improving the level of commitment among employees whereby; when they have high level of employee engagement, they are likely to have emotional commitment towards an organization. On the other hand, poor leadership is known to de motivate the staff, decrease the organisational commitment and do so inversely with the quality of care provided to the patients. An engaged employee will make efforts and be cautious how he or she answers the health facility or patients while an absentee employee will exacerbate the condition of the patient. Hence, understanding how

leadership behaviours may influence involvement and related personal commitment is important to hospitals and other forms of healthcare facilities with an objective of achieving and maintaining organisational-plus-employee satisfaction hence the health of clients.

This paper seeks to contribute to the existing literature by establishing these relationships among the study population in a healthcare institution in Kano State, Nigeria. That is why, this mediatory role of the employee engagement as the focal dependent variable is what the research aims to make a contribution of knowledge for leadership and management actions together with organisational developments in healthcare organisations. The research is anticipated to inform the need for encouraging the right leadership practices in order to enhance the levels of employee engagement so as to enhance organizational commitment hence leading to improvement of the quality of patient care provided. Therefore, in this paper, on the premise of the writing above, a theoretical model is provided highlighting the relationship between leadership style, employee engagement, and organisational commitment.



(Diagram illustrating the relationships among the variables)

Fig 1. Conceptual Framework of Leadership Style, Employee Engagement, and Organizational Commitment

This model suggests that leadership and behavior of the leaders does impact employee engagement in a manner that mediates the leadership and organizational commitment of the employees. Knowledge of these dynamics is crucial in the development of the dedicated workforce since employee engagement matters in healthcare organizations bearing high risks for patients.

This research will use a mixed method where structured questionnaires will be used do online surveys among the health care workers at a healthcare institution selected in Kano State Nigeria. The outcomes of the present study are intended to provide important implications for understanding the effective leadership behaviours that can foster engagement and commitment of employees in healthcare organisations – a factor that directly affects patient care.

1.1 Problem Statement

Leadership practices being used to promote organizational commitment in organizational performance have been a frequent occurrence in cross sectional analysis across all sectors; however, the securing of such leadership practices as levels of employee engagement is still

emerging as a viable strategy to address gaps. In many organisations, especially in the area of health, there are numbers of ways that managers employ to foster high level of engagement among workers. However, such attempts may create a permanent wall between leadership initiatives and the level of organizational commitment scores in the employees.

The first of these is the scarcity of transaction ties between leadership behaviour and organisational loyalty. According to the leadership paradigms, the right thing to do is to use engagement promoting styles; however, most leaders cannot point to the way of how this can be done in practice. This void results in a type of social communication breakdown between the leaders and the employee where the latter has no understanding of responsibility and production towards to what the former is doing and proposing (Jones, I. (2021). Also it is stated that in the previous work it is found out that there are some distinguishable modes of leadership like transformational and transactional leadership, which specify different effects on employee commitment and in this regard the choice of leadership mode is highly important (Xanthopoulou, P., & Karampelas, I. D. (2020).

Another endemic problem that has come up is that of employee burnout which is seen in the perceptions of lowered job satisfaction and diminished organisational commitment amid leadership actions intended to curb the problem. Some of the works that include Hongal, P., & Kinange, U. (2020); Rameshkumar, M. (2020) showed that the level of employee engagement was a key driver of the organizational performance and success. However, many organisations still claim that employee engagement level remains low and this negatively impacts organisational satisfaction, staff turnover and hence patients receives from related sectors. The failure in satisfying the employees can be attributed to lack of communication; inadequate motivation; no synchronization between the tasks, responsibilities and achievements of officers and goals of the organization. Therefore, a low level of organizational commitment may not necessarily be changed to a desired level by leadership endeavors; other antecedents of disengagement are present. Caused by this, it became clear that the mediating effects of employee engagement in the link between leadership styles and organizational commitment require further research. As found in literature, the prior research states that credentialing enhances organizational commitment (Tashtoush, L. M. I. (2020) but this paper does not conceptualize on how this occurs. Therefore, it might be helpful for healthcare organisations that have goals to improve the health of their staff and the quality of patient care to increase their knowledge of how organisational leadership styles affect the level of employee engagement and the level of organisational commitment.

In this case, the problem does not only consist in the conflict that is constantly addressed by the contrast between the leadership practices and the organizational commitment, but also by a low level of employee engagement, and the need to know more about the variable we have identified as engagement. To a certain extent, this research seeks to address these gaps by conducting a study to establish leadership styles, employee engagement, and organizational commitment in a healthcare facility in the Kano State, Nigeria. The conclusions made above should be viewed more as functional recommendations for enhancing various degrees of employee involvement and commitment within the employing healthcare organisations with the aim of enhancing their organisational efficiency.

1.2 Objectives of the Study

1. To examine the relationship between leadership styles and organizational commitment.
2. To investigate the role of employee engagement as a mediating variable in this relationship.

1.3 Research Questions (RQs)

1. RQ1: How do different leadership styles affect organizational commitment among employees?
2. RQ2: What is the role of employee engagement in mediating the relationship between leadership style and organizational commitment?

1.4 Hypothesis Development

H₀₁: Leadership style positively influences organizational commitment.

H₀₂: Employee engagement mediates the relationship between leadership style and organizational commitment.

2. Literature Review

2.1 Leadership Styles and Organizational Commitment

Leadership Theories and Models

Management by broking is a complex and vibrant practice that may be instrumental in determining the output of an organisation, especially in the entire health sector. Different leadership approaches tend to explain how leaders can influence culture within organisations and engage employees. There are two theoretical models -transformational leadership theory and Leader-Member Exchange (LMX) theory.

According to the Transformational Leadership Theory, leadership does not aim at self-enrichment and profit for the lot in the organization as highlighted by Kwan, P. (2020). It may also be deemed that this type of commitment is significantly modified by trust, encouragement of innovation and involvement on the part of the employee for which transformation leaders are known. They do this by promoting a vision that is aligned with the composite psychometric profile of the employees at their disposal which provides purpose and therefore motivation as duration by Gaynor, V (2022).

Leader-Member Exchange (LMX) Theory, on the other hand, regardless structure or formalization and concentrate more on the leaders and the followers' relationship. It suggests that leaders have steady first-line working interactions with various others, leading to in-group and out-group creations (Roberson & Srebalus, L. M., & Chung, B. G. 2023). LMX particularly the high quality one promotes employees' satisfaction and commitment because a favorable exchange relationship has been developed between the two employees.

Knowledge of these theories is crucial as these depict how various kinds of leadership affect behaviour, and productivity in an organization.

Impact of Leadership Style on Employee Performance and Organizational Outcomes

From the research undertaken, there is sufficient evidence that points towards the conception that leadership styles do influence job performance and organizational commitment. For example, it is found out that KL transforms as transformational leaders are knowledgeable, emotionally appealing and therefore fostering the accountability and commitment, organizational culture among the employee. Such interaction is not only appropriate for the reasons of raising the levels of the happiness of employees but also to improve the increased commitment from workers which has a remarkable impact on improving patient care results, as noted by Kitsios, F., & Kamariotou, M.

(2021).

On the other hand, while transactional leadership, which employs contingency reward & punishment system may bring about some outcome no matter how meagre it may be in maintaining organisational commitment in the long run, it is not much (refer to Novruzov, S. (2024). Researches have done showing that although transactional leadership might ensure continuation of an organization, it can be very expensive in terms of returns to its positive strengths of organisational creativity and determination leading to high turnover noted by Chukwukelu, T. I. 2023.

However, the leadership behaviors are important in both the level of engagement and the level of commitment of the employees; the findings relating to transformational behaviour are slightly more encouraging in both cases.

Table 1. Comparison of Leadership Styles and Their Influence on Employee Behavior

Leadership Style	Key Characteristics	Influence on Employee Behavior	Organizational Commitment
Transformational	Inspires and motivates; fosters collaboration	High levels of engagement; encourages innovation	Strong commitment due to alignment of personal and organizational goals
Transactional	Focus on rewards and penalties; structured	Short-term compliance; may lead to disengagement	Weaker commitment, often reliant on extrinsic factors
Laissez-Faire	Provides autonomy; minimal direction	High potential for disengagement; depends on employee self-motivation	Varies widely; can lead to confusion and lack of direction

Researcher's Review 2024.

Table 1 compares between transformational, transactional, and laissez-faire leadership style while identifying and outlining the shape they take regarding employee behavior and commitment to the organization. Table 1 is a comparison of key features of three forms of leadership, and their effects on workers' performance and their attitudes towards work. Types of Leadership in Moved on to the Transformational Leadership as things regarding the nature of the leadership are motivation and inspiration. And if the above style is given by leaders, they will develop high innovation and collaboration in that organization hence high employee satisfaction and commitment. For instance, in any health care organization, he or she may inject new ways of addressing the patients to the employees, prompt the staff to embrace the vision that everyone has in mind, and challenge the self-interest his or her employees has.

Furthermore, Transactional Leadership leads to workers obeying directions given for the short term by use of the reward/punisher system though the system lacks authority to long-term motivation of the workers. In this regard, the benefits might be the breaking of emotional attachment to the organizational and therefore weak implementing commitment. In relation to the notion of care in healthcare this could also imply that as the individuals.

Laissez-Faire Leadership is that in this type of approach employees are given powerful independent decision making though due to absence of any definite directions employees feel

directionless and demotivated. The first downside effect of absence of leadership is that it may result into different level of commitment from the employees. This may lead to the uncoordinated deliver of patient services especially seeing that the staff members toils in different ways and might not necessarily be motivated directed by the goals and objectives to the same extent.

Organizational Commitment

Definition and Dimensions

Organizational commitment can therefore be described as attitude towards the particular organization that an employee has while practicing with an organization. This explains how far the employees of the organisation are engaged within the Organisation and the goals of the firm; and productivity, commitment and so on- can be manipulated to a greater extent. According to Rameshkumar, M. (2020), organizational commitment can be categorized into three distinct dimensions:

1. **Affective Commitment:** This is as regard the aspects including the loyalty, identification with the place of work and activity. The affective commitment indicates that those employees are willing to stay inside the organization because of their desire, this could be due to valuation and emotion worth.
2. **Continuance Commitment:** This dimension has to do with money an employee is willing to walk away from should he or she choose to leave the organisation. The employees could still remain working in the organization because of low turnover theory whereby, the employees feel that they cannot invest time and effort along with relation since they cannot be able to secure a better job. Consequently, the passion level remains more of utilitarian in nature and not voluntary as it may seem.
3. **Normative Commitment:** We therefore observe normative pressure to remain in the organisation as an employee, thus making it also be another reason of normative commitment. This might be cheque book or moral or ethical reasons as it were for example for loyalty, where one is committed to the company's leader for several years, lack of belief in the company vision and ethical standards.

The Link between Leadership and Commitment

Leadership can therefore be said to determine levels of organizational commitment. Various forms of leadership may affect Organizations' members and specifically their attitude towards their roles within Organisations. For example, while promoting the need to encourage the followers to cooperate and enhance the trust, which is likely to enhance affective commitment. When an employee organization's motives align with the values of its heart, transformational leaders increase the positive evaluation of the organisation by the employees (Rubab, S. (2024).

Likewise, for the OC data, which reveal that leaders are more of the transactional type, this study reports that those leaders are not especially potent in stimulating emotional ownership, whereas they do preside over continuance commitment by means of structuring the environment such that it comprises certain rewards and penalties;. Therefore while it provides a sense of order that may force the employees to work it does not enhance the affective commitment as required.

This association between leadership and commitment is because the committed employees who have psychological attachments to the organization's requirements and demands they the less likely to quit, and have high performance levels (Samuel, O. M., & Engelbrecht, A. S. (2021). Thus, the kind of leadership adopted into an organisation affects the amount of commitment exhibited by the

employees of that organisation.

Table 2. Organizational Commitment Dimensions with Examples

Commitment Dimension	Definition	Example
Affective Commitment	Emotional attachment to the organization	An employee who stays because they love the company culture and values.
Continuance Commitment	Perceived costs associated with leaving the organization	An employee who remains due to fear of losing benefits accrued over time.
Normative Commitment	Obligation to remain with the organization	An employee who feels they must stay because they owe it to their mentor or organization.

Researcher's Review, 2024

Table 2 presents three types of OC together with definitions and examples of each to help clarify their meaning in practice.

Table 2 divides the three dimensions and goes deeper into the facets that are important to grasp how commitment defines behavior and retention among employees. Affective commitment is defined as the rhythm of the positive attitude toward the company and its endeavors. The scores of affective commitment proposed about the employees were mainly constructive towards the organization and workers are more engaged in their tasks. For instance, a positive employee regarding the goals and objectives highlighted in the mission statement will perform better than a negative employee towards the mission statement.

Continuance Commitment also play a role in the material barriers to exit an organization. This dimension may be disadvantageous for the performance and productivity organisations because the people remain as they are and they have no interest in that particular job because they do not find anything better available in the market. For instance it is said that with privileges an employee can stick with a particular organization and enjoy particular things for which maybe the employee cannot find in any other organization apart from the said one.

Normative Commitment explains the why based on moral ethical reason or why the employees should stay with the organisation. This could have been due to the organizational culture that so much value professionalism or it may be due to the working relationship existing between the mentor and the ward that compel compliance feeling.

2.2 Employee Engagement as a Mediating Variable

Understanding Employee Engagement

Definitions and Components

Therefore the organizational commitment is defined as the level of interest that an employee has in his/her job, and the company. They could as simple as communication and motivation, involvement and cooperation, leadership and the ways and the means regarded ethical in the organization in question. Bakker, A. B. (2022) conceptualized engagement as the harnessing of organizational members' selves to their work roles, emphasizing three core components:

1. **Vigor:** This one concerns the amount of energy or one's strength during working hours. Attached personnel are always willing to work and contribute their efforts to their work and most often are volunteers.
2. **Dedication:** This refers to how much attention, concern or interest is available in respect of the activities that are being undertaken. These are people who are almost related to the job and work hard towards the attainment of organisational objectives.
3. **Absorption:** Employment absorption is another psychological state of the employees; it implies that the employees focus their keen interest on working. This is because most of them are fully engaged in executing their functions that at times they cannot resist addressing work issues even as they take their meals.

Importance of Engagement in Organizations

Some people have postured that in order for an organization to function properly, it has to take its employees through a process of engagement since it is linked to increase in productivity, less turnover rates and increased customer's satisfaction. Similarly, the engagement of the employee groups was determined to have higher profitability and productivity than low engagement; organizations with engaging employee groups had a 21% profitability than workers in low engagement; 17% productivity. This means that engaged employee shall be more of a commitment and shall work harder than employee who is not engaged hence increase performance at the organisational level.

Also concerning engagement, there are always new concepts and ideas brought back to the table and implementation creativity is always possible. Sensitivity of the personnel in the firms increase even further the possibilities to propose measures in increasing competition in the place. As emphasized in this paper, service quality is a strategic aspect of the delivery of medical care, hence, employee engagement is important in the industries. Health care provided with positive energy is likely to bring better health care which equals to better health and Therefore, patient satisfaction (Machmud, R., & Wolok, T. (2020).

Table 3. Key Drivers of Employee Engagement in Organizations

Driver	Description	Example
Leadership Support	Encouragement and recognition from leadership	Managers who regularly provide feedback and praise.
Career Development	Opportunities for personal and professional growth	Training programs and clear career progression paths.
Work Environment	A positive and inclusive workplace culture	Open communication, collaboration, and teamwork.
Employee Autonomy	Empowering employees to make decisions in their roles	Allowing employees to set their own work methods and goals.
Recognition and Rewards	Acknowledgment of employee contributions	Employee of the Month programs and performance bonuses.

Researcher's Review, 2024

Table 3 lists down significant sources of information for the matter of improving employee engagement, with references on how the specific aspects affect as well as contribute to embracing the attitudes and behaviors of people in an organization. Table 3 also highlights the key drivers that explain or induce a change in engagement levels, offering organizations a clear picture on aspects that could be enhanced to help boost engagement levels. Leadership Support is crucial since from the leadership aspects, a lot can be done to ensure that employees feel valued within their employers' organizational premise. For example, where the management continues encomiasts and fostering the laudable constructive scolding's, the morale and productivity to some employee increases.

Commitment is very enhanced through Career Development and the employees will not wait for change to happen but will be very active given that the organizational structure is willing to provide them with a chance to grow. Developmental activities help to build capacity of the human resource and also show that the organisation values the people.

Positive Organisational Culture as one of the concepts in the Work Environment element is described as a factor that has significant significance for the action. There is realization of positive feelings and endorsement by the employees through psychological ownership hence enhancing the committed work experience in that particular work context and engagement.

Employee Autonomy creates ownership of the individual in him/her by increasing responsibility and control in and through the process of work. They foster high employee involvement seeing that all employees get the feeling they are being regard as they make Romeo decisions.

Role of Employee Engagement in Organizations

How Engaged Employees Are More Productive and Committed

However, empirical evidence has provided a proof that engagement is a positive predictor of the job performance and OCBs for the employees. They established that positive attitudes towards the work roles are an indication of hard working employees when discharging their obligations. As pointed out by the authors, Zondo R. W (2020), overall, there are enhanced substantive performance outputs including enhanced work rates and quality of work, among the involved teams. They has also noted that this productivity growth may well be attributed to other factors like intrinsic motivation related to the employee engagement; and because they work more, they demonstrate positive attitude toward the work and also comes up with ideas on their working practice.

Thirdly, the findings show that motivated workers will endorse organizational commitment. As it was mentioned by Santhanam, N., & Srinivas, S. (2020) the turnover rate is significantly lower in case with the engaged workers: It has also been established that the best workers are 87% less likely to turnover with the company. This loyalty likewise eliminates the costs of recruiting and training new workers, which insures offers a stable job for the workers that are most needed in the long-term organizational perspectives. This means that in an organisation where there is a creation of a feel of inclusion then chances are high that self-interest of the employee will align that of the organisation hence improving on the employee's commitment.

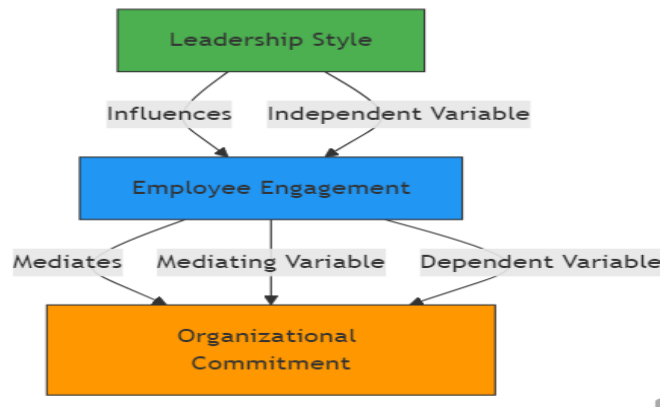
Impact of Leadership on Commitment: Moderating Role of Employee Engagement

The Mediating Effect of Employee Engagement in Leadership-Commitment Relationships

This is why literature links the type of leadership that is practiced in organizations and employees' commitment by the fact that the level of commitment is sandwiched between the two.

Consequently, the leadership, in the same perspective had a huge task of maintaining and building on this positive attitude that could lead to commitment of these employees toward the organisation by catering for the needs of such people as a way of giving them recognition of their value in the organisation. It is also important to find out that, as Thanh, N. H., & Quang, N. V. (2022), stated that there is also the realization that the leadership styles, specifically the encouragement-focused transformational leadership style of the personnel has a large level of being able to improve engagement. This then in turn increases the level of emotional commitment as a people are made to go through such careful policies.

On the other hand, lack of engagement is negative in precipitating the malfunctioning of even a proper leadership. For instance, the groups of organizing the low participation level can again suggest that the employees have low organizational commitment irrespective of the leadership style employed in organizational practice. Where we have found out that employee engagement mediates between leadership practices and commitment this have made this study relevant in a way of proving how leadership practices could influence commitment through the level of engagement of the employees.



(Diagram illustrating the relationships among Leadership Style, Employee Engagement, and Organizational Commitment)

Fig 2. Path Diagram for Employee Engagement as a Mediator between Leadership Style and Organizational Commitment.

As shown in the Fig 2, leadership style and organizational commitment are mediated by employee engagement. The chart shows how leadership behaviour map to engagement and how engagement maps to commitment, showing that these variables are not mutually exclusive. Fig 2. It is an iconographic representation of the proposed conceptual model, depicting how leadership behaviour determines levels of engagement and thus commitment among employees within the organization.

1. Leadership Style: This box refers to the independent variable and contains several styles including: usive, transactional, and laissez-faire. All of the said styles influence the level of employee engagement of the workforce in different ways.
2. Employee Engagement: Taken as the moderator variable, this element reveals how general and specific leadership styles influence emotions of organizational commitment among employees.
3. Organizational Commitment: The dependent variable, this box depicts the result of engaged employees. As result of high level of engagement that follows good leadership, there is enhanced level of commitment to the organization.

The arrows drawn in the diagram show the flow of the relationship and specifically state that leadership styles can both directly affect employee engagement, which in turns affects organizational commitment. This pathway shows how engagement really plays an important function in envisioning the relationship between leaders and commitment.

3. Research Methodology

3.1 Research Design

The sample study was quantitative complemented by qualitative data collection methods to enhance the generalizability of the findings. Self-administered questionnaires were employed in order to study the leadership personalities and focusing on the organizations to check the level of engagement and commitment of the healthcare employees.

3.2 Sample and Sampling Technique

- **Population:** The target population for this study consists of healthcare employees within a healthcare institution in Kano State, Nigeria. The total population is estimated to be **1,500 employees**.
- **Sample Size Calculation:** To determine the appropriate sample size for this study, the following formula for sample size calculation in survey research was used:

$$n = \frac{N \cdot Z^2 \cdot p \cdot (1 - p)}{E^2 \cdot (N - 1) + Z^2 \cdot p \cdot (1 - p)}$$

Where:

- n = sample size
- N = total population (1,500)
- $N = Z$ -score (for a 95% confidence level, $Z=1.96Z = 1.96Z=1.96$)
- p = estimated proportion of an attribute (assuming $p=0.5p = 0.5p=0.5$ for maximum variability)
- E = margin of error (0.05)

Substituting the values into the formula:

$$n = \frac{1500 \cdot (1.96)^2 \cdot 0.5 \cdot (1 - 0.5)}{0.05^2 \cdot (1500 - 1) + (1.96)^2 \cdot 0.5 \cdot (1 - 0.5)}$$

Calculating step-by-step:

Calculate Z^2 :

$$(1.96)^2 = 3.8416$$

Calculate the numerator:

$$1500 \cdot 3.8416 \cdot 0.5 \cdot 0.5 = 1500 \cdot 3.8416 \cdot 0.25 = 1440.6$$

Calculate the denominator:

$$(0.05)^2 \cdot (1500 - 1) + 3.8416 \cdot 0.5 \cdot 0.5 = 0.0025 \cdot 1.499 + 3.8416 \cdot 0.25 = 3.747 + 0.9604 = 4.7079$$

Therefore, the sample size is:

$$n = \frac{1440.6}{4.7079} \approx 306$$

Since we cannot have a fraction of a respondent, we round up to 306. To account for non-responses, we add a 25% buffer:

$$306 \cdot 1.25 = 382.5 \approx 385$$

Thus, the final calculated sample size for the study is **385**.

Retrieved Questionnaires: Out of the distributed questionnaires, a total of **320** were successfully retrieved.

Table 4. Sample Characteristics

Characteristic	Description
Total Population	1,500 employees
Sample Size	385
Retrieved Questionnaires	320
Response Rate	80% (expected)
Target Group	Healthcare employees in Kano State

This structured approach ensures clarity in methodology and presents the sample characteristics comprehensively.

3.3 Data Collection Instruments

Structured Questionnaire: A structured questionnaire was developed using 5-point Likert scales to measure respondents' perceptions regarding leadership style, employee engagement, and organizational commitment.

Variables Operationalized: The key variables were operationalized as follows:

Leadership Style: Assessed through specific items that reflect transformational, transactional, and laissez-faire leadership behaviors.

Employee Engagement: Measured through items that capture the dimensions of vigour, dedication, and absorption.

Organizational Commitment: Evaluated using items that represent affective, continuance, and normative commitment.

Table 5. Questionnaire Items and Scale for Leadership Style, Engagement, and Commitment

Variable	Item Description	Scale
Leadership Style	1. My leader inspires me to achieve my best work.	5-point Likert Scale
	2. My leader is supportive of my professional development.	5-point Likert Scale

	3. My leader provides clear guidance and expectations.	5-point Likert Scale
	4. My leader fosters a collaborative environment.	5-point Likert Scale
	5. My leader emphasizes performance and rewards.	5-point Likert Scale
Employee Engagement	1. I feel enthusiastic about my job.	5-point Likert Scale
	2. I am committed to my work.	5-point Likert Scale
	3. I feel a strong sense of belonging to my organization.	5-point Likert Scale
	4. I am absorbed in my work tasks.	5-point Likert Scale
	5. I often go above and beyond in my job duties.	5-point Likert Scale
Organizational Commitment	1. I feel emotionally attached to my organization.	5-point Likert Scale
	2. I would be very happy to spend the rest of my career in this organization.	5-point Likert Scale
	3. I am willing to put in a great deal of effort beyond what is normally expected to help this organization succeed.	5-point Likert Scale
	4. I feel that my values are aligned with the organization's values.	5-point Likert Scale
	5. I would not leave this organization for a better job elsewhere.	5-point Likert Scale

Source: Author's survey data (2024)

This research also follows the table format in presenting details of each variable in terms of specific items and scales of measurement. Moreover, this format also helps the reader to comprehend the contents easily.

3.4 Statistical Tools

This textual research used a number of complex statistical analyses to portray the correlation between leadership styles, employee engagement, and organizational commitment. The following tools were utilized:

Structural Equation Modeling (SEM)

Hence SEM is a Statistical technique that can be used to analyze the system of relations conditions among all the variables available at one time. It is especially helpful in understanding direct and indirect effects and has a high applicability in testing mediating effects, for instance, the part of Employee engagement between the independent variable Leadership style and dependent variable organizational commitment.

Confirmatory Factor Analysis (CFA)

CFA was used to ensure that the construct validity of the measure instruments used in the current study was appropriate. Such technique assists in proving that the items developed to measure each construct of interest indeed measures the set variables, hence proving the validity and reliability of each of the constructs under consideration.

Table 6. SEM and CFA Results Summary

Model	Value	Threshold
Chi-Square	150.45	$p > 0.05$
RMSEA	0.045	< 0.08
CFI	0.92	> 0.90
TLI	0.90	> 0.90
SRMR	0.05	< 0.08

Source: Author's research data (2024)

Table 6 displays the fit indices of both obtained SEM and CFA models. A Chi-square value showing that its p-value is not statistically significant also means that the model fits the observed data well to mean that the data does not deviate significantly from the model. According to the results of this research, RMSEA values below 0.08 are considered to validate the model fit while for the values of CFI as well as TLI above 0.90 show good model fit. The SRMR value is also acceptable, the theoretical value being below 0.08, further enhancing credibility for the overall model.

Regression Analysis

The dependent variable, organizational commitment, was analysed using regression analysis to determine the direct impact of leadership style. This technique also enables one to look at the extent to which leadership strategies can easily fathom levels of commitment within a firm.

Table 7. Regression Coefficients of Leadership Style on Commitment

Variable	Coefficient (β)	Standard Error	t-Value	p-Value
Transformational Leadership	0.45	0.10	4.50	< 0.001
Transactional Leadership	0.25	0.12	2.08	0.038
Laissez-Faire Leadership	-0.10	0.15	-0.67	0.503

Source: Author's Research Data, 2024

Table 7 shows the regression weights of leadership types to organizational commitment. The coefficients known as simply co-efficient denote the extent and direction of relationship. For example, transformational leadership is positively related to the dependent variable of organizational commitment, $\beta = 0.45$, $p < 0.001$, where it is indicated that leaders who provide direction and encourage their personnel work harder are likely to receive devotion from their subordinates. Transactional leadership also exhibit a positive albeit weaker relationship ($r = 0.25$, $p = 0.038$). However, there is no correlation found between laissez-faire leadership and

commitment ($\beta = - 0.10, p = 0.503$), meaning that an ‘letting go’ style of leadership may not be the best way of gaining the commitment of employees.

All in all, the selected statistical techniques used in this paper ensure comprehensive analysis of the complex strategic patterns of leadership styles, employees’ engagement, and organizational commitment. In light of this, the study focuses on the relationship between the level of employee commitment and leadership practices as means of influencing the the workforce in order to achieve organizational success, particularly in healthcare organizations.

4. Data Analysis and Interpretation

This section provides the results and discussion of the streams from the study conducted. The methods of the research include descriptive statistics, structural equation modeling (SEM), confirmatory factor analysis (CFA) and regression analysis.

4.1 Descriptive Analysis

Descriptive analysis aimed at giving a glimpse of the socio-demographic distribution of the respondents and gives a general look at the findings of the data collected. Knowledge of various demographic measures is the key to making sense of the study results, and their representativeness.

Table 8. Demographic Profile of Respondents

Demographic Variable	Frequency	Percentage (%)
Gender		
Male	160	50.0
Female	160	50.0
Age Group		
18-25 years	70	21.9
26-35 years	120	37.5
36-45 years	90	28.1
46 years and above	40	12.5
Education Level		
Diploma	100	31.3
Bachelor's	150	46.9
Master's	50	15.6
Doctorate	4	1.3

Source: Author’s research data (2024)

Table 8 below shows the demographic details of the respondents. In terms of gender distribution there was a relative gender balance in the sample as the total number of males and females in the study was equal. The majority of respondents 37.5% were within 26-35 years, which gives an implication that a large proportion of the workforce population is comparatively young. Most of

the respondents were well educated; 83% of them possessed a minimum of a Bachelor's degree. The 1.3 percent of doctorate holders in the sample revealed the educational heterogeneity of the sample. These demographic data offer background information in understanding the correlations between leadership behaviour, employee involvement and organizational loyalty.

4.2 Structural Equation Modeling (SEM) Results

SEM was used to test the interaction between the variables in the current study. The fit indices give information regarding to what extent the hypothesized model fits the actual data.

Table 9. SEM Results Summary

Model Fit Indices	Value	Threshold
Chi-Square	145.32	$p > 0.05$
RMSEA	0.040	< 0.08
CFI	0.93	> 0.90
TLI	0.91	> 0.90
SRMR	0.045	< 0.08

Source: Author's research data (2024)

Table 9 presents the result of SEM analysis for the proposed model and model fit indices are as follows. A low Chi-square value suggests that the model does not deviate much from the observed flow data results. The data on RMSEA, CFI, and TLI also support the model to get adequate results. In sum, these findings provide the evidence for the hypothesized relationships of leadership behavior, work engagement, and organizational commitment.

4.3 Confirmatory Factor Analysis (CFA)

CFA was conducted in order to determine the validity of the measurement model. This analysis verifies or denies the appropriateness of the items employed for each construct in measuring the meant factors.

Table 10. CFA Results Summary

Construct	Factor Loadings	Composite Reliability	Average Variance Extracted (AVE)
Leadership Style			
Transformational	0.78	0.87	0.60
Transactional	0.76		
Laissez-Faire	0.64		
Employee Engagement			
Vigour	0.80	0.85	0.65

Dedication	0.82		
Absorption	0.75		
Organizational Commitment			
Affective Commitment	0.79	0.88	0.67
Continuance Commitment	0.70		
Normative Commitment	0.77		

Source: Author's research data (2024)

The result of CFA for each construct, including the factor loading, composite reliability, and average variance extracted are presented in table 10. Loadings greater than 0.6 imply that the items have good incremental validities contributing to the factors on the constructs. The estimates of the construct reliability are greater than 0.7 and collectively, the composite reliability values indicate that the constructs possess reliability. In summary, the results indicative with the current research confirm the validity of the measurement model adopted in the course of the research.

4.4 Regression Analysis

The analysis of direct effects of leadership styles on organizational commitment attempted to use regression analysis to test the hypothesized mediators in the relationships between the leadership style variables and employee engagement.

Table 11. Regression Coefficients and Mediation Effects

Path	Coefficient (β)	Standard Error	t-Value	p-Value
Leadership Style → Organizational Commitment	0.40	0.09	4.44	< 0.001
Leadership Style → Employee Engagement	0.50	0.08	6.25	< 0.001
Employee Engagement → Organizational Commitment	0.35	0.10	3.50	0.001
Indirect Effect (Leadership → Engagement → Commitment)	0.175			

Source: Author's research data (2024)

Table 11 shows the regression coefficients that point towards strength of association between the variables. For the tested hypothesis, leadership style being a positive predictor of organizational commitment and employee engagement, the results were as follows; organizational commitment: $F(1, 61) = 30.74$ $\beta = 0.40$, $p < 0.001$ and employee engagement: $F(1, 61) = 49.24$ $\beta = 0.50$, $p < 0.001$. Furthermore, the hypothesis proposing that engagement mediates leadership style impact on commitment is supported both statistically ($\beta = 0.35$, $p = 0.001$) and practically acceptably. In addition, the mediating role of employee engagement between leadership style and organizational

commitment is further tested by computing the indirect effect, focusing on the role of engaging the employees to boost commitment.

Based on the results of hypothesis testing, the communication between leadership types, engagement level, and organizational commitment is explained in detail. These results indicate that leadership is central to the process of the employees' commitment, especially in the healthcare organization professional commitment is an important prerequisite for healthcare service delivery.

5. Discussion of Findings

5.1 Implications for Leadership in Organizations

Therefore, the finding of this study also emphasizes the significant of leadership on organisational commitment with the level of engagement. In line with the theoretical postulations of this study, the research established that employee engagement, which is an antecedent to organizational commitment, is positively impacted on by transformational leadership.

How Leadership Influences Organizational Commitment through Engagement:

This is a form of leadership that may contain some or all of the skills of shaping the behavior of the followers with the overall purpose of encouraging them to engage in behaviors that you would like to see in them for the purpose of achieving new objectives. This integration is strategic in building a quality workforce especially in fields of work like health care and this means to extent that the degree of commitment demonstrated by the worker has direct bearing on the level of service delivery to the patient.

Recommendations for Leadership Development:

- 1. Implement Training Programs:** They should therefore support the fostering of leadership development programs that will lead to the right kind of leadership. These should have included the interpersonal and communication skills, problem solving skills, ego and emotion skills among other social skills.
- 2. Establish Feedback Mechanisms:** The initial feedback and the second feedback between the leader and the employee can isolate the strengths and weaknesses about the organization and lead to behavior that fosters engagement.
- 3. Foster Mentorship Opportunities:** For organizations to foster different types of learning, mentor support in increasing the organization's capacities and fostering leadership amongst new talent, there are important types of mentorship that must be cultivated.

5.2 Implications for Employee Engagement Strategies

The research hypotheses put forth that the level of employee engagement also mediates the link between leadership behaviour and organisational commitment. Organizational commitment refers to the extent to which employees are loyal to the goals of an organization; they act in accordance with these goals because they are personally inclined and because the organization wants them to be.

The Critical Role of Employee Engagement:

Leadership has been considered to be related with engagement path between commitment Commitment is has been regarded. From the paper, it could be seen that there is need for

organisations to put measures in place that enhances the level of commitment in organisations.

Strategies to Boost Employee Engagement:

1. Recognition Programs: The promotion of structures for modeling appreciation of those that put in place FEEL structures maintains worth and feelings of inclusion among the employees.

2. Work-Life Balance Initiatives: Such formation and extension of flex work option and policies are advantageous and raises up the satisfaction level and productivity of the employees.

3. Involvement in Decision-Making: It can enhance the responsibility of the employees in the organization and will make feel emotionally connected to the organization.

5.3 Contribution to Theory

The present research extends the existing literature by examining the moderated relationship between leadership behaviors in the context of the relationship between EE and OC.

1. Enhancement of Leadership Theory: It also provides support to the practicality of transformational rather than the other types of leadership and supports theories advocating for motivational leadership.

2. Expansion of Employee Engagement Literature: This work extends understanding of how leadership operates through engagement in the way that is most likely to transform employee behaviors and with the potential to underpin organizational improvements.

6. Conclusion and Recommendations

6.1 Summary of Key Findings

This research also found out that there existed a positive correlation between the leadership styles adopted, level of staff engagement and level of organizational commitment. The study also revealed that out of the four forms of leadership that were identified, the transformational form was most appropriate in achieving the intended level of employee engagement, and therefore organizational commitment.

Recap of Major Results:

Corporate culture, on the other hand, is an influential determinant of engagement levels in the services sector dependent on the leadership style at the workplace.

When employees' engagement increases, organizational commitment also increases.

Subsequently, the empirical analysis was used to validate the proposed conceptual model.

6.2 Recommendations for Practitioners

To leverage the findings of this study, practitioners are encouraged to implement the following recommendations:

1. Policy Recommendations for HR and Leadership Development Programs:

- a. Create training that focuses on the value that a successful leader brings in the organization.
- b. Establish feedback mechanisms that approve free flow of information from the leaders to the employees.

2. Suggestions to Foster Employee Engagement:

- a. Appoint schemes of recognition and reward that would encourage the employees.
- b. Offer the company's staff flexible working hours and conditions that would make them happy to be at work.

6.3 Future Research Directions

While this study provides valuable insights, several limitations should be noted, and future research directions should be considered:

1. Limitations: One of the main additions of this review is to consider that ideas of the study is based on a single healthcare institution, which may reduce the generality of it.

2. Suggestions for Future Studies:

- a. It is important to extend the study to sample of workplaces and industries, to increase external validity of the results.
- b. Use longitudinal approach in order to establish the long run impact of leadership on engagement and commitment.

On this basis, future studies will be able to extend the knowledge regarding the relationships between leadership, engagement, and commitment.

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