



The Influence of Transformational Leadership Style, Organizational Commitment on Employee Productivity

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Submitted : 14-02-2025 Reviewed : 21-02-2025 Accepted : 07-03-2025 Published : 11-02-2025

Abstract

This study aims to analyze the influence of transformational leadership style and organizational commitment on employee productivity at PT Katolec Indonesia. Transformational leadership styles, with dimensions of ideal influence, inspirational motivation, intellectual stimulation, and individual attention, have proven to be instrumental in driving employees to perform above expectations. Organizational commitment serves as a mediating variable that strengthens the relationship between transformational leadership and productivity. This study used a quantitative approach with a purposive sampling method, involving 69 respondents, and analyzed using SmartPLS. The results showed that organizational commitment had a significant influence on employee productivity, while the influence of transformational leadership style was moderate. The majority of respondents were young employees with secondary education backgrounds who worked in the production division. This study provides insight into the importance of synergy between transformational leadership styles and organizational commitment in creating an innovative and productive work environment. Practical recommendations include program policy development, employee empowerment, and increased strategic commitment through employee participation and equitable system improvements.

Keywords: Transformation Leadership, Performance Motivation, Employee Productivity

Introduction

The current era of globalization makes business behavior more and more competitive and increasingly fierce. It is an obligation for business behavior to gain a competitive advantage so that it can win the competition. Companies in the business world have the main goal of gaining success. According to Awdah Alatawi (2017) defines transformational leadership as a process in which a manager plays a role in changing the status quo by identifying problems in the current system and providing a new vision of what the organization should be doing. The attitude and behavior of employees who are for or against the company can be seen from the high and low quality of employee work. According to Bass (2006) explains that transformational leaders are able to inspire and motivate employees to achieve performance beyond expectations through four key components: ideal influence, inspirational motivation, intellectual stimulation, and individual consideration.



The implementation of transformational leadership styles in the manufacturing sector has also been proven to have a positive impact on employee engagement and a culture of innovation. Studies conducted Khalili (2016) reveals that transformational leadership has a positive relationship with employee creativity and innovation, especially when supported by the right organizational climate. Transformational leaders are able to create a work environment that encourages experimentation and learning from mistakes, which is critical in the context of modern manufacturing that demands continuous improvement. Morales (2012) In his study, he found that transformational leaders are more effective in managing technological transitions and work system changes because of their ability to communicate a clear vision and build employee commitment. Transformational leaders not only focus on achieving short-term production targets, but also pay attention to the development of long-term organizational capabilities through employee empowerment, team strengthening, and creating an environment that supports continuous learning. This approach has proven to be very effective in increasing the competitiveness of manufacturing companies in the Industrial era that demands high adaptability.

Another factor that is indicated to affect employee performance is the transformational leadership style of leaders in the company receiving input from their employees, providing positive changes to employees. The transformational leadership style has become a major focus in the modern manufacturing industry, due to its ability to drive innovation and improve organizational performance. Transformational leaders in the manufacturing sector have a crucial role in inspiring employees to think creatively, adopt new technologies, and adapt to rapid market changes. They create a clear vision of the company's future and motivate the team to achieve a common goal, which is crucial in a competitive manufacturing environment (Bass, 2006). Transformational leaders must be able to manage employee expectations and ensure that the changes implemented do not disrupt the company's core operations. In addition, they also need to consider critical aspects of safety and quality in the manufacturing industry while encouraging creativity and measurable risk-taking (Hassan, 2013).

Regarding the phenomenon that occurred at PT Katolec Indonesia Indonesia, namely a decrease in employee performance, namely the level of performance is not stable and the attendance is decreasing, making the obstacles to the product target not achieved. This condition affects the performance of PT Katolec Indonesia employees as seen in the performance data in 2021-2024 below:

Table 1. Employee data of PT Katolec Indonesia

NO	Assessed Items	2021	2022	2023	2024
1	Number of Employee Absences	99,20%	98,30%	96,10%	95,80%
2	Staff Conduct Assessment	95%	95%	88%	89%
3	Security Incidents	100%	100%	99%	99%

Source: PT Katolec Indonesia Production Report (2024)

Based on Table 1. It can be seen that employee performance is measured by three aspects, namely employee attendance that does not meet expectations in 2021, employee attendance of 99.2%, decreased in 2022 employee attendance of 98.3%, 2023 employee attendance of 96.1%, and 2024 employee attendance of 95.8%. The assessment of staff



behavior from leaders every year in 2021 is 95%, in 2022 it is 95%, in 2023 it is 88%, and in 2024 it is 89%. Safety incidents in 2021 and 2022 were 100% recorded as having a work accident or requiring medical treatment or being referred to a hospital or polyclinic, in 2023 by 99% and in 2024 by 99% were recorded as having had a work accident or requiring medical help.

How to overcome employee performance problems, organizational commitment and affect employee performance, when employees have a high commitment to the organization and the company, a supportive company environment, always participate with employees, and the salary received is appropriate and fair with the jobdex. One of the main challenges in building organizational commitment in manufacturing companies is the often repetitive and task-oriented nature of the work. Clark (2019) argues that if employees are dissatisfied with the tasks assigned to them, they are unsure about factors such as their rights, unsafe working conditions, uncooperative co-workers, employers who do not give them and they are not considered in the decision-making process so they feel separated from the organization. For example, Toyota is well-known for its production systems that involve employees in decision-making and continuous improvement, which contributes to a high level of organizational commitment (Liker & Choi, 2004). Additionally, manufacturing companies that successfully build a strong and positive organizational culture tend to have higher levels of employee commitment.

Another issue that affects organizational commitment in the manufacturing sector is technological changes and organizational restructuring that often occurs. These changes can create uncertainty and anxiety among employees, potentially lowering their commitment to the organization. Therefore, effective change management is of paramount importance. Research by Velenturf (2019) shows that manufacturing companies that successfully manage the transition to Industry 4.0 by involving employees in the change process are more likely to maintain or even increase organizational commitment. Therefore, in order to increase employee satisfaction and loyalty and thus reduce employee turnover, it is necessary to study further from the perspective of psychology, sociology and other disciplines Xu and LI (2014), in particular the relationship between psychological needs and employee performance must be explored.

Given the rapid technological advancements in the manufacturing industry, this study will explore whether transformational leadership alone is sufficient to enhance employee productivity or if additional factors, such as organizational culture and psychological safety, play a crucial role in moderating this relationship. Unlike previous research, which often examines these variables in isolation, this study will analyze them in an integrated manner, providing a more holistic understanding of their interplay.

The strategy chosen by the company is to improve employee performance through employee productivity at PT Katolec Indonesia. Employee productivity is a key factor in the success of a manufacturing company. In an increasingly competitive business environment, increased productivity is not only an option, but a necessity to survive and thrive. Human resources are considered one of the important assets for an organization because its practices and strategies have a direct impact on employee productivity Kiruja (2013). Factors such as technology, training, motivation, and working conditions play a crucial role in determining an employee's productivity level. According to a study conducted by (Appelbaum, 2000), the implementation of high-performance work practices, including intensive training and



employee involvement in decision-making, can significantly increase productivity in manufacturing companies.

One of the main issues affecting employee productivity in the manufacturing sector is the adoption of new technologies and automation. Manufacturing companies need to manage this transition carefully, ensuring that employees with high levels of education and training demonstrate levels of satisfaction, motivation, and ultimately increased productivity (Chebet, 2015). AKs are not only trained to use new technologies, but also feel safe in their evolving roles. Further (Bresciani, 2018) found that manufacturing companies that successfully integrate industrial technology with human resource development experienced a higher increase in productivity than those that only focused on technology implementation.

Another critical issue is occupational health and safety, which has a direct impact on productivity. According to Tamunomiebi (2018) To gain effectiveness and efficiency in the work environment, one also needs to provide the necessary resources in completing tasks, have a supportive management structure and lead with a vision that is in line with the goals and morale of the employees. Manufacturing companies that implement comprehensive health and safety programs often see increased productivity as a result of fewer work accidents and improved employee well-being. Research by (Pagell, 2014) shows that manufacturing companies that integrate safety into their operations not only increase productivity, but also achieve better overall operational performance.

PT Katolec Indonesia was chosen as the object of research because it is one of the leading multinational manufacturing companies engaged in the production of printers, projects, and other electronic computers. The company has been operating in Indonesia for more than two decades and has a strong reputation in the electronics manufacturing industry. With a signed number of employees and a structured management system, PT Katolec Indonesia provides an ideal environment to review various managerial and behavioral aspects of the organization.

The selection of PT Katolec Indonesia as the research object is based on the fact that the company is undergoing significant digital transformation and organizational changes, especially in the face of the industrial era. This creates an interesting context for examining how these changes affect the company's internal dynamics, particularly in terms of transformational leadership styles, employee productivity, and organizational commitment. This condition provides an opportunity to observe and analyze phenomena that are relevant to the research objectives.

This study aims to analyze and understand the influence of transformational leadership style on employee productivity, organizational commitment at PT Katolec Indonesia. Specifically, this study seeks to identify the key elements of the most effective transformational leadership style in the context of manufacturing companies, as well as measure their impact on various employee performance indicators and organizational commitment levels. This understanding will provide valuable insights into how leadership practices can be optimized to improve organizational effectiveness. This research also develops practical recommendations that can be implemented by the management of PT Katolec Indonesia in an effort to increase employee productivity and strengthen organizational commitment. Through an in-depth analysis of the relationship between the research variables, this research is expected to produce a framework that can be used as a guide in the development of leadership programs and management strategies.



Method

In conducting research on transformational leadership styles and organizational commitment to employee productivity, this study uses quantitative research methods. With a population of employees who work for manufacturing companies in the Ekip area with a minimum of 1 year of work. This study uses a non-probability sampling technique with the purposive sampling method, the sample is the formula of Hair et al (2017) where 5-10 x the number of indicators with the number of respondents 69. The selection criteria for the sample include employees who have at least one year of work experience, occupy operational or managerial roles, and have direct involvement in production activities, ensuring that the respondents possess relevant experience and insights regarding leadership, organizational commitment, and productivity in the manufacturing sector. The sampling technique used was a research instrument using a questionnaire, a description of the format using a Likert scale, a research instrument using a questionnaire from each indicator. The variables of transformational leadership style with employee productivity indicators Braun et al (2013), the second independent variable is organizational commitment with employee productivity indicators Ricketta (2002), format description variables using Likert scales, detailed data collection steps, data analysis using smart PLS.

The excellence of quantitative research stands as a robust and systematic methodological approach, uncovering the complexity of social, economic, and behavioral phenomena through precise numerical measurements. This method has become a bridge between empirical reality and statistical analysis, allowing researchers to explore causal relationships, test hypotheses, and generalize findings with a high degree of confidence. By relying on measurable data, quantitative research breaks down complex phenomena into structured variables, opening up space for purposeful and replicable scientific understanding.

Results and Discussion

Characteristics of Respondents

The characteristics of the respondents used in this study used an analysis of demographic characteristics which included gender, age, length of work, education, department/division, length of work and position/position.

Table 2. Respondent Profile

Items	Type	Respondent	Percentage (%)
Gender	Male	15	21,7%
	Female	54	78,3%
Education	High School/Vocational School	60	87%
	Diploma	1	1,4%
	S1	5	7,2%
	S2	3	4,3%
	Dept	Production	48
	Marketing	3	4,3%
	Finance	3	4,3%



Items	Type	Respondent	Percentage (%)
Age	Human Resources	5	7,2%
	Quality	10	14,5%
	18-25	60	87%
	26-35	6	8,7%
Position	>35	3	4,3%
	Operator	53	76,8%
	Staff	11	15,9%
	Supervisor	2	2,9%
Working Year	Manager	3	4,3%
	1-3 year	50	72,5%
	4-6 year	12	17,4%
	7-9 year	1	1,4%
	>9	6	8,7%

Source: SmartPLS Output (2024)

Based on the data processing in this study, the demographic profile shows that the workforce is dominated by young and relatively experienced employees. The majority of respondents were participants with a percentage of 78.3%, while men with a percentage of 21.7% of the total sample. The education level shows that the majority of employees have a high school/vocational education background of 87%, with only 7.2% having a bachelor's degree (S1) and the rest are spread across other levels of education. The organizational structure appears to be spread across various departments, with the production division dominating at 69.6%, followed by Quality at 14.5%, the human resources department at 7.2% and the finance and marketing department at 4.3%. The age group is dominated by the young generation aged 18-25 years which reaches 87%, while the age group is 26-35 with a percentage of 8.7% and over 35 years old at 4.3%. The composition of the position is dominated by Operators with 76.8%, staff positions at 15.9%, while Supervisor and Manager positions cover 2.9% and 4.3% respectively. In terms of tenure, 72.5% of respondents have between 1-3 years of work experience, which indicates that the organization has a workforce that is still in the early professional development stage.

Validity Test

In this study, a validity test was carried out to evaluate the suitability between the existing indicators and the concept to be measured. The following are the results of the validity test conducted for the research instrument:

Table 3. Results of Outer Loadings

	Transformational Leadership Style	Organizational Commitment	Employee Productivity	Information
GK10	0,748			Valid
GK3	0,805			Valid
GK4	0,900			Valid
GK5	0,859			Valid



GK6	0,898		Valid
GK7	0,889		Valid
GK8	0,817		Valid
GK9	0,886		Valid
KO10		0,846	Valid
KO3		0,705	Valid
KO8		0,837	Valid
KO9		0,815	Valid
PK1		0,807	Valid
PK10		0,713	Valid
PK2		0,864	Valid
PK3		0,759	Valid
PK4		0,836	Valid
PK5		0,854	Valid
PK6		0,859	Valid
PK7		0,788	Valid
PK8		0,785	Valid
PK9		0,719	Valid
GK1	0,762		Valid

Source: SmartPLS Output (2024)

Based on Table 2. The results of the validity analysis through the outer loading test, it can be concluded that a research instrument has met the criteria for good validity. After making improvements by eliminating several instruments that did not meet the standards, results were obtained that showed that all indicators had other loadings values above 0.700. Based on the table in the X1 variable Transformational Leadership Style shows the range of outer loadings values between 0.762 to 0.900, the X2 variable Organizational Commitment is in the range of 0.705 to 0.846 and the Y variable Employee Productivity shows the outer loadings value between 0.713 to 0.864. These results identify that each measuring instrument has an adequate level of accuracy and consistency in measuring the construction in question. This condition gives confidence that the research instruments used have met the standards, so that they can produce credible and meaningful research findings.

Reliability Test

Reliability test is a test conducted to measure the consistency and reliability of a research instrument. Once the instrument is valid, the reliability test is an important step to ensure that the instrument can produce stable and consistent measurements when used repeatedly under the same conditions. Reliability aims to ensure that the instruments used in the research, such as questionnaires, have a high level of consistency so that they can be trusted to produce stable data over time or between respondents. By looking at this, Cronbach's Alpha value > 0.70 .



Table 4. Reliability Test Results

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Transformational Leadership Style	0,948	0,956	0,956	0,709
Organizational Commitment	0,815	0,829	0,878	0,644
Employee Productivity	0,937	0,945	0,947	0,640

Source: SmartPLS Output (2024)

Based on table 4. The results of the reliability test that have been carried out, all research variables show very satisfactory results. This is shown by the value of Cronbach's Alpha which is above 0.800, the rho_A value is above 0.800, and the Composite Reliability is above 0.870 for all variables. Coupled with the AVE values, all of which are above 0.600, indicate that the research instrument has high consistency and reliability in measuring each variable studied. Therefore, the research variables can be relied on to generate accurate data and can be used for testing research hypotheses.

R Square (R²)

The R Square (R²) test or determination coefficient is a static measure that shows how much the independent variable is able to explain the variation in the dependent variable. The value ranges from 0 to 1, where 1 indicates that the prediction is stronger.

Table 5. R Square Test Result (R²)

	R Square	R Square Adjusted
Employee Productivity	0,444	0,427

Source: SmartPLS Output (2024)

Based on table 5. The R Square Test of Employee Productivity is 0.444 or 4.44% which draws the magnitude of the influence of Employee Productivity from Transformational Leadership Style and Organizational Commitment or is the simultaneous influence of the variables of Transformational Leadership Style and Organizational Commitment on Employee Productivity. These findings identify that the Transformational Leadership Style and Organizational Commitment applied contribute substantially to the improvement of Employee Productivity, especially when strengthened by the activity of various knowledge among the organization's members.

Path Coefficients

The path coefficients were obtained through path analysis and provided information about the direct influence of independents on dependent variables in the research model. The following are the results of Path Coefficients that show the relationship between variables in the tested model:



Table 6. Path Coefficients Results

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
GKT -> PK	0,224	0,227	0,119	1,887	0,060
KO-> PK	0,529	0,530	0,089	5,954	0,000

Source: SmartPLS Output (2024)

Based on Table 6. The results of the study show that Organizational Commitment (KO) has a strong and significant influence, both on Employee Productivity (PK) (coefficient 0.529, p-values 0.000). Meanwhile, Transformational Leadership Style (GKT) only showed a significant direct influence on Employee Productivity (coefficient 0.224, p-values 0.060). These findings indicate that although the Transformational Leadership Style has not optimally encouraged Employee Productivity activities, Organizational Commitment has succeeded in creating a positive climate of innovation in the organization.

Discussion

The Relationship of Transformational Leadership Style to Employee Productivity

The Transformational Leadership Style is proven to be able to contribute directly to Employee Productivity. This shows that the leadership support system implemented in the organization has succeeded in directly encouraging creativity and innovation among employees in creating new ideas and creative solutions.

This result is supported by the characteristics of respondents who are mostly young workers with relatively new jobs, most of whom work as operators in the production sector. The large number of employees with high school/vocational education shows that innovation is not only limited to employees with a bachelor's degree, but can be developed with the right support system. The relative gender composition of women compared to men shows that the innovation support system is dominated by women.

The results of this study are in line with several previous studies, such as the research conducted by Corley & Gioia (2011) the potential to clarify the appropriate ways in which transformational leadership impacts performance and improve the practical usefulness of transformational leadership theory by comparing the relative effects on different types of performance levels. Moreover Bass (1985) At first suggesting that transformational leaders motivate their followers to perform "beyond expectations," researchers are only beginning to distinguish between different types of performance criteria. Thus, the exact meaning of "performance that exceeds expectations" is not clearly defined. On the one hand, transformational leadership can motivate its followers to work harder, exert more effort than is expected of transactional leadership and result in a higher level of task performance. On the other hand, Podsakoff et al (1996) proposes that transformational leadership motivates its followers to go beyond the minimum requirements of their job descriptions, resulting in higher levels of contextual performance. Finally, transformational leaders' focus on challenging the status quo shows that performance that exceeds expectations can result in higher levels of creativity and innovation among their followers.

Theoretically, this study enriches the literature on innovation management in terms of increasing employee innovation. The results provide a new perspective to understand the mechanisms of innovation development in the work environment, especially in organizations



with relatively young and moderately educated employees. Meanwhile, the practical implications allow organizations to rely less heavily on transformational leadership style mechanisms and develop innovations that directly target the development of employees' innovative capabilities, such as the provision of resources, reward systems, and supporting technologies.

The Relationship of Organizational Commitment to Employee Productivity

Organizational Commitment has been proven to directly affect Employee Productivity. This indicates that the support system for commitment built within the organization has effectively encouraged creativity and innovation, encouraging employees to come up with new concepts and innovative solutions. This finding is supported by the characteristics of respondents who are dominated by young employees, the variable of work motivation is stated to have an influence on employee performance. This means, every increase in work motivation will improve employee performance, organizational commitment can be understood as an employee's emotional and psychological bond with the place where they work. This is not just about compliance with regulations, but rather a sense of belonging and the desire to contribute optimally for the progress of the organization.

The results of this study are in line with several previous studies, according to Rahiman & Kodikal (2024) Commitment is an important attitude to assess the employee's exit goals and analyze the overall contribution to the organization. The prominence of these two theories gets more attention when the egos of individuals take on an important role in determining the level or type of commitment that a person expresses in an organization. These findings are consistent with previous research, which showed that leaders who create an inclusive work environment foster employees' emotional attachment and commitment to the organization, thereby increasing their work engagement Carmelia (2010). Moreover Geun & Park (2019) identify that effective organizational commitment in the workforce involves higher organizational performance.

Management innovation contributes to expanding academic references through the study of increasing employee creativity. This research reveals an innovative perspective on the dynamics of creativity development in the work environment, with a particular focus on the context of organizations that have a demographic structure of young employees with secondary education. Practically, the findings provide an alternative strategy for organizations to break away from the unconventional traditional model, and instead design a comprehensive approach that systematically encourages the innovative capacity of employees through the integration of resources, valued mechanisms, and appropriate technological support.

Conclusion

Transformational leadership styles have a significant influence on employee productivity through the ability to inspire and motivate organizational members. Transformational leaders do not just give orders, but invite employees to understand the vision and mission of the organization in depth. They are able to create a conducive work environment, encourage creativity, and provide intellectual stimulation that can improve employee morale and performance. Organizational commitment plays an important role as a variable that connects leadership style with employee productivity. When employees have a high commitment to the organization, they tend to be more loyal, have a strong sense of humor, and are willing to give



maximum effort to achieve a common goal. High organizational commitment will encourage employees to work more effectively, develop their potential, and contribute optimally in every task they undertake. The synergy of the relationship between transformational leadership style and organizational commitment is the main key in increasing employee productivity. Leaders who are able to implement a transformational leadership style will effectively build organizational commitment, which in turn will encourage employees to deliver their best performance. Thus, organizations can create a dynamic, innovative, and sustainable work environment, and are able to face various challenges in an era of increasingly complex global competition. Additionally, the study relies on self-reported data through questionnaires, which may introduce response bias. Future research is recommended to expand the scope by including different industries, adopting a longitudinal approach to analyze long-term effects, and incorporating qualitative methods such as interviews to gain deeper insights into the relationship between transformational leadership, organizational commitment, and employee productivity.

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