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## LEADERSHIP STYLE ON JOB SATISFACTION MODERATED BY EMPLOYEE COMMITMENT

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### Abstract:

Leadership is the process or ability of a person to lead, direct, and influence other people or a group of people in achieving a certain goal or vision. Leadership involves various aspects, including decision making, communication, problem solving, motivation, and developing a vision or direction for an organisation or group. The objective of this study is to evaluate the leadership style that can be adopted by a leader. This study will be conducted to examine the relationship between leadership style and job satisfaction for different groups of employees. Through a detailed review of relevant scientific literature, this study will explore whether the effect of leadership style on job satisfaction is stronger for employees with high work commitment compared to those with low work commitment. The scope of this study is for individuals who work in service and real estate companies, focusing on the problem of intense competitions between major companies and how to distinguish themselves from the rest. At the beginning of this study, this article will use literature review to find the research gap in this field whether local or international. It is hoped that the results of the study in this writing will be able to provide evidence to the gaps in previous studies. This study will be carried out by providing analysis to individuals involved as department or company leaders. The significance of this study will be able to prove that the issue of leadership is a broad and important topic in aspects of life, and the understanding of what leadership is can vary according to the context and approach used in the organisation. Results demonstrate that diverse leadership approaches effectively navigate fierce competition and enhance company efficacy.

### Keywords:

Leadership, Transformation, Transactional, Visionary, Job Satisfaction, Work Commitment

## Introduction

In this era of the twenty-first century with companies infinitely emerging, they are constantly finding ways to differentiate themselves from each other. Furthermore, with the current issue of the global pandemic, that not only affects the healthcare system and industry, but greatly affects every other sectors such as, social, cultural, political and most importantly the economic sector (Kusni Ingsih et al., 2021). According to Kusni Ingsih et al. (2021), “several enterprises are significantly affected, and even several enterprises get bankruptcy”. To counter such issues many companies are striving to improve their performance through criterions such as different leadership styles, job satisfaction, and the moderating influence of employee commitment.

This paper aims to explore the indicators mentioned above through the use of literature review which involves an examination of various leadership styles, including transformational, transactional, and visionary leadership. Each of these leadership styles brings distinct qualities and approaches to leadership, which in turn have profound effects on the determination of employee commitment (Kelsey Dappa et al., 2019). These varieties of leadership styles play a significant role in shaping the overall work environment and the organisation’s performance (A. K. Purnomo & N. Novalia, 2019). Understanding how these styles impact job satisfaction and how employee commitment can influence this relationship is vital for creating effective leadership strategies and fostering a productive and satisfied workforce.

## Literature Review – Leadership

According to Nilima Gandhi (2022), “Leadership is a complex multi-faced phenomenon for organisations and researchers”. Bass (1990) had also quoted “Great leaders were important in the development of civilised societies”. Throughout centuries, the depth of leadership have been a pinnacle to a strong and firm company or organisation (Nilima Gandhi, 2022). “Let me define a leader. He must have vision and passion and not be afraid of any problem. Instead, he should know how to defeat it. Most importantly, he must work with integrity” (Kalam, 1999). The leadership philosophy that is implemented in any given organisation is determined by several factors such as the organisation's nature, it's sensitivity, proficiency in technology, and established culture (Kelsey Dappa et al., 2019). It is the capacity of a person to inspire, encourage, and facilitate the participation of others in enhancing the efficiency and prosperity of an organisation (A. K. Purnomo & N. Novalia, 2019).

### *Transformational Leadership*

The transformational theory is said to work in different ways in which depends on the type of organisation, though it revolves around motivating workers and instilling a sense of purpose in them, which improves employee performance inside organisations (Kelsey Dappa et al., 2019). “A proactive leadership is a characteristic of transformational leadership”, (Kusni Ingsih et al., 2021). According to Nilima Gandhi (2022) the transformational theory distinguishes itself from other modern theories by being more comprehensive, covering a larger portion of the field, offering a vision for the leader-follower relationship, and having different activities, procedures, etc. As stated by Bass (1985), who widened the theory from Downtown in 1937, a transformational leader “attempts to induce followers to reorder their needs by transcending self-interests and strive for higher-order needs”. In a modern and more simple term, transformational leadership is a proactive characteristic of a leader in an organisation (Kusni Ingsih et al., 2021). Its elements include having the ability to establish high moral standards, emphasises the value of having a common goal as well as the willingness to make sacrifices for the benefit of the organisation (Azizah et al., 2020). Furthermore, subordinates respect,

adore, and trust a leader for this reason. This, in turn, establishes a connection between subordinates and a leader, making them feel gratified (Muppudathi & Krishnan, 2020). Consequently, transformational leadership plays a pivotal role in motivating and influencing employees shared interests, meeting organisational objectives and providing optimum standards of an organisation (Ayu Putri Aprileani et al., 2022).

### ***Transactional Leadership***

According to Bass and Avolio (1994), transactional leadership assists subordinates in determining what is necessary to produce intended results such as lowered manufacturing costs, increased revenue and improved output quality. Another definition defined by Thilageswary Arumugam et al.(2019), “- comprising motivation and directing to achieving followers self-interest through rewards and punishment for the exchange”. Additionally, excerpted from it’s name, transaction, showcases its approach which emphasises transaction between colleagues, followers and leaders (B. M. Bass & B. J. Avolio, 1994). Oriented by “the path-goal concept” as a framework, transactional leadership establishes roles of each subordinates by determining each individual’s self-concept and self-esteem (Siswanto et al., 2020). Moreover, with prior agreement, the path-goal concept allows subordinates to have a sense of drive as they would be given bonuses once requirements are met, thus correlates with job satisfaction (A. C. Jayadi & S. Ekawati, 2023). With such hypotheses, organisations may aim for a long-term partnership with their subordinates while also anticipating reciprocation of concerns, that the engagement of subordinates or employees would dedicate themselves with the forming of “organisation-employee relationship” (Thilageswary Arumugam et al., 2019).

### ***Visionary Leadership***

As stated by Robbins and Judge (2015), “visionary leadership is leadership to create and emphasise a vision that is realistic, trustworthy, and interesting about the future for an organisation that grows from the present and improves the present”. Social Exchange Theory states that visionary leadership is a positive leadership behaviour that is adept at articulating the organisational vision while also incorporating the individual visions of its employees (Hao Chen & Jiwen Song, 2021). In addition, Hao Chen & Jiwen Song’s stated that such theory allows the establishment of a common organisational vision that incorporates the interests of employees and effectively articulates towards employees thus, facilitates organisation’s common vision to become ingrained in each employee’s collective set of values. In line with Nilima Gandhi (2022), “Visionary leaders are risk-takers as they envision the future that not many can predict and are ready to take radical actions to adapt to the changing situation”. Nilima states that this is because leaders have a great deal of responsibility and a sense of duty which carries repercussions of their actions direct or indirectly. Owning a great deal of vision in addition to excellent execution would continue to inspire and influence the generations of employees with abilities and resources that would impact an organisation greatly (Neneng Hayati, 2020). Additionally, visionary leadership affirms and endorses the leadership style of its employees, which can help them feel more secure in their jobs and encourage them to take on ambitious tasks and challenges with the objective to boost productivity and advance organisational development (Hao Chen & Jiwen Song, 2021).

### ***Job Satisfaction***

Eliyana et al. (2019), had defined job satisfaction as evaluation of the worker's contentment with the job and its output. The influence of job satisfaction in work lifestyle not only affects employees, but the overall organisation’s longevity and resilience as “it improves performance,

reduce organisational member turnover, and reduce absenteeism” (A.K. Purnomo & N. Novalia, 2019). Retention of employees is higher when work satisfaction is high (Mwesigwa et al., 2020; Ruiz-Palomo et al., 2020). According to their cumulative experiences, there is a sense of duty or responsibility to contribute to their organisations. Furthermore, Kreitner and Kinicki (2012) defines job satisfaction as a form of response whether emotionally or affective form of expressions to different aspects of a job. In accordance to this definition, a person may be content with a part of aspect of their job but not entirely of other or remaining aspects (Haji Mustaqim, Sabri & Sumardin, 2020). Whether or not an employee is satisfied or dissatisfied with their job it shows through work behaviour such as diligence or carelessness. Every employee responds differently to varied leadership and motivational approaches, which in turn boosts organisational productivity and job satisfaction (Marina Zhuravskaya et al., 2020). Beyond that, Marina Zhuravskaya et al. (2020) added that a very clear indicator of the significance of job satisfaction in modern organisations is the new management framework, which emphasises that employees should be treated mainly as individuals with their own interests and aspirations.

### ***Job Commitment***

Job commitment is an accomplishment metric that an organisation should emphasise on (Kusni Ingsih et al., 2021). Better organisational performance will be a result of increased organisational commitment (Irefin & Mechanic, 2014; Imamoglu et al., 2019). According to Eliyana Etl al. (2019), employees who identify specific attachments demonstrate organisational commitment. Further explained by Loan (2020), employees' emotional investment in the organisation and their overall work ethic are key indicators of organisational commitment. Job or organisational commitment is an active connection in which workers are prepared to sacrifice all to support the organisation in achieving its objectives and continuing to exist, as opposed to the passive loyalty of organisational employees (Yateno, 2020). A.K. Purnomo & N. Novalia (2019) suggested elements of organisational/job commitment which was based on Wibowo's research that references employee loyalty with commitment. These elements were identification, engagement and loyalty. Therefore, individuals who identify as an employee to an organisation, actively engage in its operations, and shows loyalty to it in the pursuit of its objectives are exhibiting organisational commitment (A. K. Purnomo & N. Novalia, 2019).

### **Methodology**

A detailed review of relevant scientific literature is conducted in this study. Most of these 30 studies uses quantitative analysis in addition with Structural equation modeling (SEM), with the technique of partial least squares (PLS). Overall these analyses uses collective data which are obtained from their respective questionnaires. The variables of these studies revolves around different leadership styles mainly, transformational, transactional and visionary along with indicators, such as, job satisfaction, job commitment and performance.

Data generated from these questionnaire were equipped into equations that formulates into quantitative values such as percentages or significant values. These numerals were then compared to a constant or a scale that indicated a level of influence of a certain variable with an indicator. A table (Table 1) is formed to compare these studies and their findings as a previous literature analysis.

## Findings Analysis

Table 1 summarises the previous studies that were incorporated into the conceptual analysis.

**Table 1: Previous Studies On Leadership Styles On Job Satisfaction, Moderated By Employee Commitment**

Study	Methodology	Variables	Countries	Data / Period	Findings
(A. Eliyana & S. M. Muzakki, 2019)	Quantitative Analysis and SEM	<b>Independent</b> Transformational leadership <b>Dependent</b> Work performance Work satisfaction Organizational commitment	Indonesia	Panel Data 1978-2018	Results of the study indicates that transformational leadership significantly impacts organizational commitment and job satisfaction.
(S. H. An et al., 2019)	Quantitative Analysis	<b>Independent</b> Leadership behaviors <b>Dependent</b> Job Satisfaction	Denmark	Panel Data 1938-2018	Evidence from the study proves that changes in leadership behaviors such as transformational leadership, verbal rewards and material rewards would improve and provide positive feedback in employee job satisfaction
(W. S. Chandrasekara, 2019)	Quantitative Analysis	<b>Independent</b> Transformational leadership <b>Dependent</b> Job performance Job satisfaction	Sri Lanka	Panel Data 1972-2015	Findings show that leaders should construct transformational leadership to boost employee satisfaction and job performance.

Study	Methodology	Variables	Countries	Data / Period	Findings
(J. T. Wong et al., 2022)	Quantitative Analysis and SEM	<b>Independent</b> Transformational leadership <b>Dependent</b> Job performance Employee engagement Affective organizational commitment	China	Panel Data 1981-2021	This study found that transformational leadership is exhibited by leaders in an organisation, and that this influences how employees perceive their responsibilities and work, which in turn leads to high-affective organizational commitment and job performance. It also found that employee engagement plays a critical mediating role in supporting both the leader and the employee outcome.

Study	Methodology	Variables	Countries	Data / Period	Findings
(Odunayo Salau et al., 2019)	Quantitative Analysis and SEM	<b>Independent</b> Transformational leadership <b>Dependent</b> Employee satisfaction Employee engagement	Nigeria	Panel Data 1995-2018	Analysis shows that transformative leadership is said to increase employee engagement and satisfaction by fostering a culture of constant intellectual stimulation and charisma.
(A. N. Abuzaid et al., 2019)	Quantitative Analysis	<b>Independent</b> Transformational leadership <b>Dependent</b> Effectiveness of strategic decision	Jordan	Panel Data 1976-2018	Results show that the efficiency of strategic decisions is improved by transformational leadership because it fosters an atmosphere and behaviour that are conducive to knowledge sharing and builds interpersonal trust among organisation members.

Study	Methodology	Variables	Countries	Data / Period	Findings
(Bastari et al., 2020)	Quantitative Analysis	<b>Independent</b> Transformational leadership <b>Dependent</b> Job motivation Job performance	Indonesia	Panel Data 1993-2015	With job motivation serving as the intervening variable, transformational leadership has a considerable beneficial impact on job performance. This suggests that the leader's strong support will be able to inspire staff to do better.
(M. Jensen et al., 2020)	Mixed method analysis	<b>Independent</b> CEO transformational leadership <b>Dependent</b> Work performance	United States United Kingdom	Panel Data 1984-2019	Study indicates that even after accounting for a number of control variables, such as the baseline performance of the business, the transformational leadership style of the CEO, as measured by inspiring motivation and intellectual stimulation, positively predicts the majority of firm performance indicators.



Study	Methodology	Variables	Countries	Data / Period	Findings
(M. M. Machali & S. Asrori, 2018)	Quantitative Analysis	<b>Independent</b> Transformational leadership <b>Dependent</b> Job Satisfaction	Indonesia	Panel Data 1995-2017	Job satisfaction among employees may be attained by leaders who possess the appropriate transformational style and offer task and relationship assistance to their team members. Considering the implications of a leader's trustworthiness on job satisfaction as well.
(W. H. Murphy et al., 2020)	Quantitative Analysis and SEM	<b>Independent</b> Transformational leadership <b>Dependent</b> Job performance	United States Canada	Panel Data 1975-2018	Sales people's attitudes are impacted by the transformational leadership of sales managers.
(Siswanto et al., 2020)	Quantitative Analysis and SEM	<b>Independent</b> Transformational leadership Transactional leadership <b>Dependent</b> Job satisfaction Employee performance	Indonesia	Panel Data 1985-2020	Overall theories were proven significant in relation to the variables with positive outcomes

Study	Methodology	Variables	Countries	Data / Period	Findings
(Anita Ramadani Rachmah et al., 2022)	Quantitative Analysis and SEM-PLS	<b>Independent</b> Transformational leadership <b>Dependent</b> Job satisfaction Organisational commitment	Indonesia	Panel Data 1990-2021	According to the study's findings, transformational leadership can boost job satisfaction, reduce workplace stress, and increase organisational commitment. Reducing workplace stress can increase organisational commitment because workers are more devoted to the organisation when they perceive that their stress levels are under control.
(Luu Tien Dung & Phan Van Hai, 2020)	SEM	<b>Independent</b> Transformational leadership <b>Dependent</b> Job satisfaction Organisational commitment	Vietnam	Panel Data 1943-2020	Transformational leadership has the potential to mitigate uncertainty and foster a positive attitude towards change among employees. This, in turn, may lead to increased performance, organisational commitment, and acceptance of change.

Study	Methodology	Variables	Countries	Data / Period	Findings
(M. Hanif & S. Endang, 2018)	SEM-PLS	<b>Independent</b> Transformational leadership <b>Dependent</b> Organisational justice Organisational commitment Job performance	Indonesia	Panel Data 1985-2017	Research has experimentally demonstrated that transformational leadership enhance employee performance; however, in contrast to previous research, this one does not substantially increase employee trust or commitment due to an array of factors that are at issue.
(Tedy Ardiansyah et al., 2022)	SEM	<b>Independent</b> Transformational leadership <b>Dependent</b> Self-efficacy Job satisfaction Organisational commitment Lecturer performance	Indonesia	Panel Data 1986-2022	Transformational leadership and job satisfaction have an absolute correlation and have significant impact on job satisfaction which also correlates to self-efficacy, organisational commitment and lecturer performance.

Study	Methodology	Variables	Countries	Data / Period	Findings
(Haji Mustaqim, Sabri & Sumardin, 2020)	Quantitative Analysis	<b>Independent</b> Transformational leadership Job satisfaction <b>Dependent</b> Organisational commitment	Indonesia	Panel Data 2007-2020	Results of the research describes that significant relationship is proven between transformational leadership and job satisfaction in addition to high level of job satisfaction results in high organisational commitment.
(Kusni Ingsih et al., 2021)	Mixed method analysis (Multiple linear regression using SPSS)	<b>Independent</b> Inspirational motivation Individualised consideration Idealised influence Intellectual stimulation <b>Dependent</b> Organisational commitment	Indonesia	Panel Data 1990-2021	The study's findings indicate that factors such as individualised consideration and inspiring motivation have a substantial beneficial impact on organisational commitment. In contrast, intellectual stimulation and idealised influence have little bearing on organisational dedication.

Study	Methodology	Variables	Countries	Data / Period	Findings
(Ayu Putri Aprileani et al., 2022)	Quantitative Analysis and SEM	<b>Independent</b> Transformational leadership <b>Dependent</b> Readiness for change Organisational commitment Job Satisfaction Work performance	Indonesia	Panel Data 1997-2022	According to findings, transformational leadership has a favourable impact on job satisfaction, preparedness for change, and organisational commitment. Transformational leadership, job satisfaction, and organisational commitment, on the other hand, have little effect on work performance as well as preparedness for change can act as an intervening mediator in the research.
(Kelsey Dappa et al., 2019)	Mixed method analysis	<b>Independent</b> Transformational leadership <b>Dependent</b> Employee satisfaction	Republic of Turkey	Panel Data 1978-2018	Research demonstrated that, via the mediating effects of organisational politics and organisational commitment, transformational leadership has a major impact on work satisfaction.

Study	Methodology	Variables	Countries	Data / Period	Findings
(Marina Zhuravskaya et al., 2020)	Mixed method analysis	<b>Independent</b> Job satisfaction <b>Dependent</b> Work performance Work safety	Poland	Panel Data 1959-2019	The findings indicate that employees' job satisfaction affects their workplace safety. A contented employee feels like they belong to the company, performs better at work, and takes on more responsibility. By analysing three parameters that were used to calculate the satisfaction index and consulting 20 statements that described their level of job satisfaction, the employees defined their level of job satisfaction.
(Sheila A. Boamah et al., 2018)	Quantitative Analysis and SEM	<b>Independent</b> Transformational leadership <b>Dependent</b> Job satisfaction Patient safety outcomes	Canada	Panel Data 1976-2017	Enhancing innovation inside the organisation is crucial for improving patient and nurse safety, and transformational leadership may help managers achieve this.

Study	Methodology	Variables	Countries	Data / Period	Findings
(Klaic et al., 2020)	Quantitative Analysis	<b>Independent</b> Transformational leadership <b>Dependent</b> Job satisfaction Work-related strain	Switzerland	Panel Data 1934-2020	Although transformational leadership has an effect on job satisfaction, strain at work is negatively correlated with it.
(Hira Khan et al., 2020)	Quantitative Analysis	<b>Independent</b> Transformational leadership <b>Dependent</b> Work performance Working burnout	Pakistan	Panel Data 1985-2020	The findings indicated a favourable and substantial association between transformative leadership and work performance. Nonetheless, there exists a marginal and indirect correlation between transformative leadership and social loafing and work-burnout.

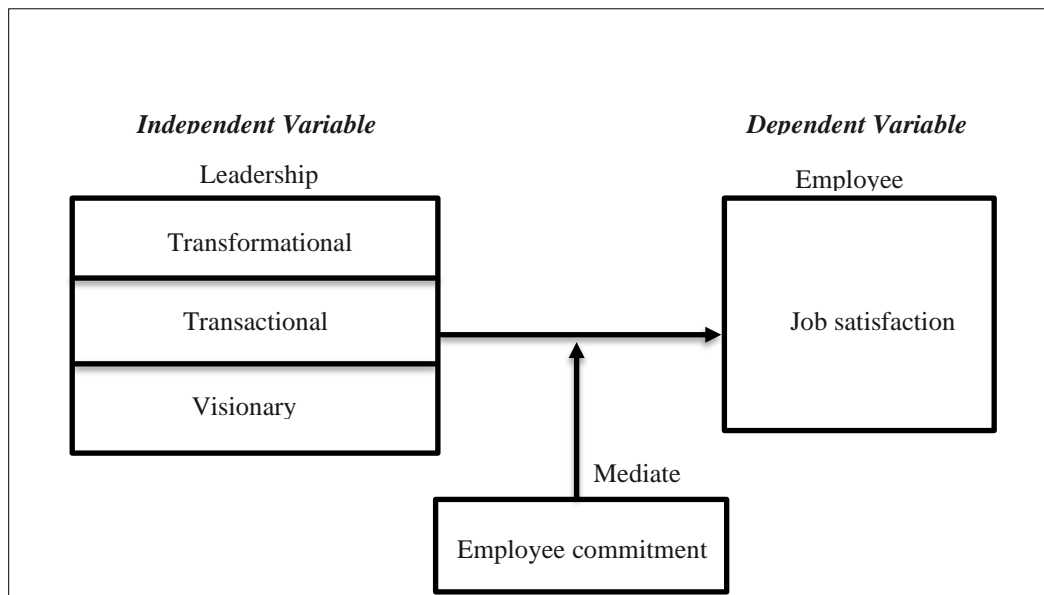
Study	Methodology	Variables	Countries	Data / Period	Findings
(A.K. Purnomo & N. Novalia, 2019)	Quantitative Analysis (Multiple linear regression)	<b>Independent</b> Transformational leadership <b>Dependent</b> Job satisfaction Organisational commitment	Indonesia	Panel Data 2011-2018	The findings indicated that although job satisfaction had no effect on organisational commitment, transformational leadership characteristics had a linear and positive impact on organisational commitment.
(Sarinah Lumbantoruan et al., 2020)	Quantitative Analysis	<b>Independent</b> Transactional leadership <b>Dependent</b> Employee job satisfaction	Indonesia	Panel Data 2015-2018	Based on the findings of the data analysis and discussion that the researcher outlines, it was discovered that the transactional leadership style has an effect on workers' job satisfaction levels.
(Thilageswary Arumugam et al., 2019)	Quantitative Analysis	<b>Independent</b> Transactional leadership Transformational leadership <b>Dependent</b> Employee job satisfaction	Malaysia	Panel Data 1959-2016	According to the study's findings, employee work satisfaction was significantly positively connected with both transactional and transformational leadership.



Study	Methodology	Variables	Countries	Data / Period	Findings
(A. C. Jayadi & S. Ekawati, 2023)	Quantitative Analysis and SEM-PLS	<b>Independent</b> Transactional leadership Motivation <b>Dependent</b> Employee job satisfaction	Indonesia	Panel Data 2010-2021	The results showed that employee work satisfaction is positively and significantly impacted by both transactional leadership styles and motivation.
(Nilima Gandhi, 2022)	Quantitative Analysis	<b>Independent</b> Visionary leadership <b>Dependent</b> Job satisfaction	Germany	Historical data 1947-2021	The results demonstrated a clear relationship between visionary leadership and job satisfaction, with the mediators' commitment to the leader and their meaningfulness at work exhibiting a serial mediation effect.

Study	Methodology	Variables	Countries	Data / Period	Findings
(Neneng Hayati, 2020)	Quantitative Analysis and SEM	<b>Independent</b> Visionary leadership Talent management Employee engagement Employee motivation <b>Dependent</b> Job satisfaction	Indonesia	Panel Data 2008-2017	The following factors significantly affect job satisfaction: visionary leadership, talent management, employee engagement, and employee motivation all have a simultaneous influence on job satisfaction; additionally, job satisfaction has a significant impact on employee performance. Employee attachment and work motivation also significantly affect job satisfaction.

Study	Methodology	Variables	Countries	Data / Period	Findings
(Hao Chen & Jiwen Song, 2021)	Quantitative Analysis	<b>Independent</b> Visionary leadership <b>Dependent</b> Job satisfaction Employee's proactive behavior	China	Panel Data 1984-2018	Results prove that; Proactive employee behaviour is positively connected with visionary leadership. The relationship between visionary leadership and proactive employee behaviour is mediated by perceived organisational support. The relationship between workers' proactive behaviour and their perception of organisational support is moderated by job satisfaction.



**Figure 1: Theoretical Framework**

## Discussion

The main aim of this paper is to deduce the different leadership styles' influence on job satisfaction that is moderated by employee or organisational commitment. Leadership styles specifically, transformational, transactional and visionary all have equated different forms and definition that brings about different outcomes when applied into an organisation. Through in-depth literature review of significant data, several theories of the relationship of different leadership styles and how they affect an organisation. Excerpted from A. Eliyana & S. M. Muzakki, 2019; W. S. Chandrasekara, 2019; J. T. Wong et al., 2022 and of many more selected studies, their theories revolves around transformational leadership as their independent variable and job performance, satisfaction, and commitment as their indicators or dependent variable. Transformational leadership focuses on transforming current organisational flow into something different with the concept of constantly evolving. Their evidence proves that transformational leadership significantly impacts organisational commitment and performance as well as employee engagement plays a critical mediating role in supporting both the leader and the employee outcome.

Transactional leadership on the other hand, is a form of leadership that works on transactions with employees. When employees show excellent participation and commitment, they are rewarded with bonuses that were agreed upon prior. As studied by Siswanto et al., 2020; Sarinah Lumbantoruan et al., 2020; Thilageswary Arumugam et al., 2019; A. C. Jayadi & S. Ekawati, 2023, it was also discovered that transactional leadership indeed had significant role in job satisfaction and job commitment within an organisation.

Furthermore, incorporating visions that are applicable for current and future motivation of an organisation such as being realistic and empowering the interest of employees and consumers would also play a role in organisational flow. Through studies by Nilima Gandhi, 2022; Neneng Hayati, 2020; Hao Chen & Jiwen Song, 2021, their results prove that proactive employee behaviour is positively connected with visionary leadership and the relationship between

visionary leadership and proactive employee behaviour is mediated by perceived organisational commitment. Moreover, the relationship between workers' proactive behaviour and their perception of organisational support is moderated by job satisfaction while moderated by job satisfaction, thus, the greater the job satisfaction, the greater the mediating effect of perceived organisational support between visionary leadership and proactive employee behaviour.

### Conclusion

The results were validated by the study that used the broaden-and-build theory as its foundation. Numerous research on organisational behaviour emphasise the significance of work satisfaction. Given the current economy and conditions, where most sectors are impacted by ongoing competition and evolution, it is a crucial component that is especially pertinent. On top of that, "Continuous commitment is a form commitment where an employee still joins in the organisation for economic reason." To ensure a high of both satisfaction and commitment in an organisation, there comes a leader that ensures it. According to Bass & Avolio, 1994, employee performance is encouraged by transformational leaders, which lowers employees' inclinations to leave. A visionary leader grants their people a great degree of autonomy. As referred from Rusdiyanto and Riani (2015), transactional leadership is the practise of rewarding or punishing staff members for performing their jobs.

In such era of globalisation, companies face intense competition as they strive to thrive in a dynamic and interconnected marketplace. To overcome these challenges, companies must adopt a proactive approach to continually evolve and improve. This evolution can be facilitated by the implementation of various leadership styles that focus on enhancing job commitment and job satisfaction among employees. Effective leadership styles such as transformational leadership, transactional leadership, and visionary leadership play a crucial role in this process. They inspire and empower employees, fostering a sense of commitment and job satisfaction by aligning individual goals with the company's vision. By fostering a dynamic of continuous improvement and employee development, businesses can navigate the competitive landscape of globalisation, ensuring long-term success and sustainability.

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