

Leadership styles and employees commitment: the mediating role of job satisfaction

Leadership
styles

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Abstract

Purpose – This study aims to explore the relationship between three primary constructs: leadership styles, job satisfaction and organizational commitment among private-practice quantity surveyors in the Nigerian construction industry.

Design/methodology/approach – A questionnaire survey of 127 quantity surveying consultancy firms in Abuja was conducted using a quantitative research approach. A total of 76 acceptable questionnaires were returned from a total of 127 that were distributed, giving a response rate of approximately 60%. The data were analyzed using partial least square structural equation modelling.

Findings – Results showed a positive indirect link between leadership styles and organizational commitments, with job satisfaction acting as a partial mediator. It was also found through importance–performance map analysis, which is crucial for prioritizing managerial actions, that an employee's commitment to a task is strongly influenced by that person's level of job satisfaction.

Research limitations/implications – The study is quantitative and cross-sectional in nature, collecting information from a single source within an organization. A longitudinal strategy and a mixed methods approach should be used in future research.

Practical implications – Superiors/principal partners should make an effort to demonstrate a comprehensive understanding of leadership styles that is capable of enhancing job satisfaction and creating pleasant interaction in the work environment to increase the commitment of employees working in quantity surveying consultancy businesses.

Originality/value – As far as the author is aware, this study is one of the few to examine the impact of job satisfaction as a mediator between organizational commitments and leadership styles in the Nigerian construction industry. Furthermore, the study provides the basis for further discussion of the concepts offered in the paper.

Keywords Employee commitment, Leadership styles, Job satisfaction, Quantity surveyors, Nigerian construction industry

Paper type Research paper

Introduction

Employee retention and psychological attachment to the organization are two of the biggest challenges in today's competitive business environment (Nanjundeswaraswamy, 2021). Employees' loyalty to the firm is essential to achieving the organization's goals (Dhir *et al.*, 2020). However, employees that are committed are outstanding performers, which most of the time leads to an increase in the organization's performance and productivity compared with other employees (Decenzo *et al.*, 2016). Co-workers and firms will benefit from the extra effort made by employees who have a high level of affective commitment to the organization (Dhir *et al.*, 2020). According to Yahaya and Ebrahim (2016), the employee's dedication is greatly influenced by the leadership style of their superiors. Thus, Mwesigwa *et al.* (2020)



reiterated that leadership styles that can be adapted to suit the needs of subordinates will increase employee commitment.

Mercurio (2015) argued that it is only when employees are treated and respected in a positive manner by their superiors and managers that they will become more committed to the firm's objective. In fact, evidence in literature suggests that employees' attitudes and behaviors can have a direct impact on an organization's well-being, ranging from community involvement (Nanjundeswaraswamy, 2021) to socially damaging actions (Biggio and Cortese, 2013). The impact of respect on employees' attitudes and behaviours is best explained using the dual-path model of respect, which identifies two ways in which respect can be supported (Huo *et al.*, 2010). The first pathway has to do with status; an employee may assume that the respect they receive is a reflection of their position in the organization. For employees to believe that their abilities and skills are valued by their employer is a powerful motivator. It is important for managers to treat their subordinates fairly. When an employee feels like they belong and is treated with respect as a result, this is what's known as the "inclusion" path. Here, it is only personnel who are willing to participate in the exchange and who believe that they will earn clear benefits only when they join in Mwesigwa *et al.* (2020).

The issue of leadership style in the construction industry is a function of the business environment and it is different from other industries. To comprehend how leadership style relates to the construction business, it is necessary to grasp the unique features of the industry. The fragmented nature, contractual agreements, project features, project life-cycle and business environmental factors are among these characteristics (Oyewobi, 2014). Therefore, there are a lot of duties placed on consulting firms by their clients, who expect them to offer high-end services at a reasonable cost, on time and with excellent quality. Due to a rapidly changing business climate, many of these organizations have found themselves under immense strain in recent years due to the fierce competition amongst organizations with dwindling markets and obstacles (Oyewobi, 2014). Uncertainty and complexity in the business environment necessitate managers at all levels of the organization adopting a suitable leadership style. In addition to enhancing output and productivity, effective leadership influences subordinates' attitudes and behaviors, such as their level of commitment (Nanjundeswaraswamy, 2021). Employee performance is greatly influenced by leadership styles (Nasab and Afshari, 2019).

Research efforts revealed that empowerment leadership styles have a significant impact on employee learning (Wibowo and Hayati, 2019). In fact, Nanjundeswaraswamy (2021) reported that a leader's behavior, attitude and performance have a significant impact on employees. This supported Parry and Sinha (2005) argument that there are a range of leadership style approaches that can be implemented to increase employee retention, employee satisfaction and employee commitment among employees. Employees who are dissatisfied with their jobs are less loyal to their employers and are more likely to look elsewhere for employment (Al-Asadi *et al.*, 2019). Employees will be happier in their jobs if their leaders give them responsibility, involve them in decision-making and delegate authority to them. Most especially when individuals are provided the flexibility to connect their ideas with the strategic objectives of the organization and assume full responsibility or credit for the consequences of actions in achieving desirable goal of the firm (Pardo-del-Val *et al.*, 2012). This has a positive effect on the loyalty of employees to the company (Nanjundeswaraswamy, 2020). However, employee dissatisfaction stems from a variety of factors, including, but not limited to, unfair treatment by management, poor recruitment, selection and compensation practices, unrealistic promotion policies and unfavourable working conditions (Ntimba *et al.*, 2021). Organizational leadership styles act as a catalyst

for either positive or negative effects of these factors on employee performance (Lian and Tui, 2012).

Several researchers, including Dhir *et al.* (2020) and Abdul Halim *et al.* (2021), asserted that previous research has demonstrated a linear association between leadership styles, employee work satisfaction and employees' loyalty to their firms. In the same spirit, a more recent study has revealed that job satisfaction serves as a link between work stress and organizational commitment, acting as a buffer between the two (Alsughayir, 2021). In a similar vein, Nanjundeswaraswamy's (2021) study discovered that job satisfaction served as a partial mediator in the relationship between leadership styles and employees' levels of commitment. Employees who are content with their jobs have a greater likelihood of remaining devoted to their positions. Currently, there is no empirical research that has been conducted that evaluates leadership styles, work satisfaction and organizational commitment all at the same time in the context of the Nigerian construction business. It is possible that the scenario is similar in other situations, which is why the objective of this study is to investigate how job satisfaction affects the relationship between leadership style and commitment to the organization among quantity surveyors in private practice. Research into the organizational commitment of quantity surveyors in private firms, their job satisfaction and leadership styles will be significant because of the insights it will provide. As a result, the research examines the effect of job satisfaction as a mediator of the relationship between leadership styles and organizational commitment among quantity surveyors in private firms.

Literature review and hypotheses development

This section presents a review of the literature on the interrelationships between the variables in this study, which include employee commitment, job satisfaction and leadership styles. Relevant literature was reviewed to develop the hypotheses and a conceptual model of the research. There are three hypothetical paths established to achieve the aim of this research.

Leadership styles and employee commitment

Several academic disciplines have conducted studies on leadership-related topics, and there are inconsistencies in their findings. In past studies, for example, researchers found a link between different leadership styles and the effectiveness of an organization (Wang and Yen, 2015). The significance of leadership styles in the construction industry has also been highlighted by academics, who have indicated the characteristics, features and skills that are necessary for success in construction projects (Zerjav *et al.*, 2014). As a result, Oyewobi (2014) reported that the construction industry is dominated by transformational and transactional styles of management. But Oyewobi (2014) found that management styles that are more authoritarian and focused on tasks are more effective in the construction industry than in other industries.

Effective leadership styles are necessary for the company to effectively implement business strategies and achieve established organizational goals (Oyewobi, 2014). Different sorts of employee commitment are linked to different leadership styles by their superiors (Jackson *et al.*, 2013). Employee commitment and leadership style have been linked in numerous studies (such as Nanjundeswaraswamy, 2021; Nanjundeswaraswamy *et al.*, 2020). Evidence in literature according to Allen *et al.* (2017) and Islam *et al.* (2018) indicates that employee commitment is linked to transformational leadership styles significantly, while no relationship was found with respect to transactional leadership styles. Although Hayward *et al.* (2004) posited that there is no association between affective, normative and continuous

commitment, the research found that there is a link between transformational and transactional leadership. Employees in small- and medium-sized enterprises in Vietnam are more committed to their jobs when their superiors use task-oriented leadership styles (Hua, 2020). However, Alamir *et al.* (2019) reported that affective and normative commitment are both associated with transformational leadership styles. Employees' well-being, productivity and career advancement are all influenced by a strong relationship between supervisors and subordinates (Luthans *et al.*, 2021). Subordinates will acquire a sense of trust and allegiance towards the organization if their superiors use appropriate leadership styles (Luthans *et al.*, 2021). The primary goal of management in their companies is to maximize productivity while minimizing costs, and they do it by using leadership styles that are appropriate at the time. As a result, the work environment will undergo a dramatic shift, which has a significant impact on employee dedication. The following hypothesis is derived from a review of the literature:

H1. Leadership styles are positively and significantly related to employee commitment.

Job satisfaction and employee commitment

Employee engagement and well-being are two of the most important factors to consider in workplace research. Mwesigwa *et al.* (2020) reported that the effectiveness and performance of the organization are heavily influenced by these two factors because they are regarded as some of the most significant predictors of employee commitment and job satisfaction. Employee empowerment and organizational commitment are linked together, according to the findings of Marta *et al.* (2021), who determined that work motivation and job satisfaction totally moderate the relationship between employee empowerment and organizational commitment. Employers benefit from having employees that are enthusiastic about their jobs (Mwesigwa *et al.*, 2020). Oyewobi *et al.* (2012) revealed that there is a strong positive association between proper recognition opportunities and the sense of accomplishment that employees feel as a result of their work. In accordance with the findings of Saridakis *et al.* (2020) and Redondo *et al.* (2019), there is a strong relationship between employee commitment and employee well-being. As a result, only a small number of research papers have explored the correlation between job satisfaction and the level of employee commitment (Mwesigwa *et al.*, 2020; Nanjundeswaraswamy, 2021). Employee commitment is influenced by superiors' leadership styles, which are influenced by the effects of employee satisfaction (Nanjundeswaraswamy, 2021). According to research (Mwesigwa *et al.*, 2020), normative commitment is highly correlated with job satisfaction in both the positive and negative components of the job. Nanjundeswaraswamy (2021) found a statistically significant link between employee commitment and job satisfaction. This led to the following hypothesis:

H2. Job satisfaction is positively and significantly related to employee commitment.

Leadership styles and job satisfaction

Suryawan *et al.* (2021) contend that employees' job satisfaction is often affected by the styles of leadership exhibited by their superiors. The job satisfaction of employees is directly linked to their superiors' transformational leadership styles (Nanjundeswaraswamy, 2021). As Al-Asadi *et al.* (2019) explain, job satisfaction is affected by both internal and external influences and is dependent on the leadership style used. Transformative leadership styles are preferred by employees over all other styles of leadership (Musinguzi *et al.*, 2018).

However, [Musinguzi et al. \(2018\)](#) highlight that employee satisfaction is linked to both transformational and transactional leadership styles. Contrarily, [Addo and Dartey-Baah \(2019\)](#) argued that employee behavior has no relationship with transactional leadership styles but is positively influenced by transformational leadership styles. Workplace contentment and a leader's style of leadership go hand in hand [Freire and Bettencourt \(2020\)](#). According to [Ahmad and Umrani \(2019\)](#), employee job satisfaction has nothing to do with leadership style.

Transformational leadership styles have been the subject of extensive investigation in leadership theory over the last few decades ([Nye, 2014](#)). Transformational and transactional leadership styles are widely studied in relation to work performance ([Advani and Abbas, 2015](#)). People are transformed and changed by transformational leadership ([Hall et al., 2008](#)). A number of previous studies have found that transformational leadership has positive effects on employees' work performance, but [Almutairi \(2016\)](#) found that organizational commitment acts as a mediator between leadership styles and employee performance ([Mangkunegara and Miftahuddin, 2016](#)). Aside from these studies, [Advani and Abbas \(2015\)](#) and [Sundi \(2015\)](#) established that transformational leadership positively impacts employee productivity. In addition, the level of organizational commitment has become a significant factor in the performance of employees. [Tolentino's \(2013\)](#) research focused on the university's administration and academic staff's level of organizational commitment. Results showed that academics' work performance was positively and significantly correlated with their level of commitment to their work. [Hettiarachchi and Jayeathua \(2014\)](#) found the same results as [Ahmad et al. \(2010\)](#). According to a recent study conducted among mechanical manufacturing small- and medium-sized firms, [Nanjundeswaraswamy \(2021\)](#) discovered a significant association between the two styles of leadership and job satisfaction. As a result of the inconsistencies in their findings, the study hypothesized that:

H3. Leadership styles are positively related to job satisfaction.

To explore the role of job satisfaction in the relationship between leadership styles and employee organizational commitment, the study formulated the hypothesis that:

H4. Job satisfaction is a mediator in the relationship between leadership styles and employee commitment.

Conceptual model and the hypotheses

While previous research on the impact of job satisfaction and leadership styles on employee organizational commitments was inconclusive ([Nanjundeswaraswamy, 2021](#)), the majority of the research on this topic has revealed that relationships exist between leadership styles, job satisfaction and employee commitment. For example, [Fernandes and Awamleh \(2013\)](#) discovered that a transactional leadership style was not significantly related to work satisfaction or effectiveness, whereas a transformational leadership style was. Similarly, some recent research revealed that employee commitment is highly related to transformational leadership styles, although no relationship was identified with transactional leadership styles ([Allen et al., 2017](#); [Islam et al., 2018](#)). [Kim and Beehr \(2019\)](#), for example, include building stronger loyalty and becoming more committed to the organization's goals ([Nanjundeswaraswamy, 2021](#)). Because of this, it is likely that the latent variables in the research will have a positive link.

This paper follows [Nanjundeswaraswamy \(2021\)](#) and [Abdul Halim et al. \(2021\)](#) and develops the conceptual framework presented in [Figure 1](#). In this paper, three latent

variables were discussed: job satisfaction, leadership styles and employee organizational commitments. The framework that was made combines these three variables.

Based on the mixed results of empirical and theoretical studies that looked at the relationship between employee commitment to an organization and things like job satisfaction and leadership style, these hypothesized relationships are interesting (Nanjundeswaraswamy, 2021).

Methodology

A survey questionnaire survey was used to collect data for this cross-sectional study, and the results were analyzed to derive conclusions about the hypotheses (Nanjundeswaraswamy, 2021; Abdul Halim *et al.*, 2021). The employees of private quantity surveying firms in Abuja, Nigeria, are the study's target population. The Nigerian Institute of Quantity Surveyors and Quantity Surveyors Registration Board of Nigeria(QSRBN) provided the details of the 127 registered businesses in Abuja for this study (QSRBN). A response rate of around 60% was obtained from a total distribution of 127 questionnaires, which resulted in 76 of them being usable. The study adopts the Likert scale, which ranges from strongly agree (5) to strongly disagree (1), in obtaining the data from the respondents.

The validity and conclusion regarding the association between the variables will be influenced if common technique bias is not addressed to minimize measurement error (Podsakoff *et al.*, 2003). In light of the fact that the current study used a single-time design with self-reporting, it was thought that determining whether or not there was common method bias was relevant. As a result, Harman's test was deemed appropriate as a guide to determining whether common technique bias would be a problem in the study's design. This study, therefore, addressed this by assessing the instrument's content validity by conducting a pilot survey with 10 academics and consultants. The instrument was evaluated to ensure that all of the items were comprehensible and useful and that it captured the data needed for the research. If the content validity index is greater than 0.70, as exhibited by the data used for this research, the instrument is regarded to be reliable in terms of its item content, as suggested by Wilson *et al.* (2012). According to Nanjundeswaraswamy (2021), an internal consistency test can be used to determine the instrument's consistency, and the coefficient value should be greater than 0.6. All the constructs in this paper have a Cronbach's alpha greater than 0.6. However, according to Oyewobi (2014), a Cronbach's alpha coefficient of 0.55 is adequate for measuring broad constructs. However, this is lower than the Cronbach's alpha coefficient for all of the latent variables in the study. The results of the instrument seem to have a high level of internal consistency and reliability.



Figure 1.
Research conceptual
framework

The instruments developed and used by [Randeree and Chaudhry \(2012\)](#) after conducting a literature review were used in this study, therefore, their construct validity is supported. The Appendix contains sample of questionnaire used for the study. The questionnaire was pre-tested among 10 academic staff who also had private practices, and each item was appraised by three peers for face validity. In the same way as individuals who were specifically sought for participation in the study, there are many similarities between those academics and the target participants for this study. Minor phrasing improvements were advised, but overall, the questionnaire and concepts used were understood and correctly interpreted. In other words, the instrument used to collect the data proved that the data's content and face validity were valid.

Four sections were created for the questionnaire. The first part of the report dealt with basic information about the respondents (quantity surveyors), and the second part of the report dealt with technical information on the leadership styles used by the companies that were studied. The third section focuses on elements that affect job satisfaction among quantity surveyors, whereas the fourth section focuses on factors that increase organizational commitment to provide solutions to the research objectives.

Data analysis

To validate the hypothesized paths, a structural equation modelling (SEM) analysis was carried out using the partial least square SEM (PLS-SEM). This method is quite similar to the approaches taken by [Nanjundeswaraswamy \(2021\)](#). The data set was analyzed using SmartPLS 3.0 software, which was designed to follow the PLS approach ([Ringle et al., 2005](#)). Testing was carried out using three-tiered procedures: a measurement model, a structural model and an importance–performance map analysis (IPMA), among others. It is possible to improve PLS-SEM results with the inclusion of the performance of each construct in IPMA calculations ([Hair et al., 2018](#)). PLS-SEM was chosen for this study because it has three benefits that fit with the goals and nature of the study: it is a good choice for models that prioritize theories and models; it has the ability to estimate a causation connection model ([Hair et al., 2012](#)); and it has minimum requirements for measurement scales like sample size and normality ([Henseler et al., 2009](#)), making it especially good for this study.

In addition to insignificant or non-responsive bias, sampling bias and knowledge recall bias are all possible outcomes of research. Retrospective rationalization and incomplete recall are two biases that could arise as a result of the data being gathered from only one respondent per firm, i.e. [Abu Farha et al. \(2018\)](#). It was decided to incorporate a common technique component in the PLS model to prevent any possible bias in the results. This was recommended by [Podsakoff et al. \(2003\)](#). When the standardized regression weights of the entire measurement model were examined, the findings showed that the differences between the regression weights in both models were less than 0.2. ([Abu Farha et al., 2018](#)). In this investigation, the research can assertively declare that any association reported in this study is based on real, rather than contrived, effects because of the minimal amount of common technique bias ([Zhao et al., 2011](#)).

Results and discussions

Measurement model results

In accordance with [Hair et al. \(2018\)](#), the reliability and validity of the measurement model were assessed using the outputs of the indicator coefficients, composite reliability (CR) and average variance extracted (AVE) for each construct, respectively. [Table 1](#) contains the outer loadings, as well as the model's rho_A, Cronbach's α and AVE coefficients. It was determined that the model provided has item internal consistency because all reflective

Table 1.
Psychometric
properties of the
structural model

Measure	Item	Indicator name	Indicator loading	CR	Cronbach's α	AVE	rho_A
Job satisfactions	FJB11	Place of work	0.742	0.853	0.773	0.5921	0.776
	FJB12	Promotional benefits	0.770				
	FJB13	Other benefits such as bonuses, awards, etc.	0.806				
Employee commitment	FJB9	Company's culture	0.759	0.8823	0.824	0.6533	0.851
	FOC6	Job security	0.816				
	FOC7	Job timing	0.871				
	FOC8	Living environment	0.712				
Leadership style	FOC9	Company leadership	0.826	0.8448	0.634	0.7314	0.64
	LS2	Transactional	0.874				
	LS6	Transformational leadership	0.837				

factor loadings were greater than the cut-off threshold of 0.5 recommended by [Chin \(2010\)](#). All remaining loadings below the cut-off point were removed entirely from the model (eight items for both employee commitment and job satisfaction; and four items for leadership styles). Similarly, when it comes to the CR index, all constructs scored higher than the threshold value of 0.70 ([Hair et al., 2018](#)), with transformational leadership scoring the highest (0.874) and living environment scoring the lowest (0.712). The reliability test was achieved by the conceptual model as a result of these findings. Concerning the model's convergent validity, the last column in [Table 2](#) shows that all of the AVE values are higher than [Fornell and Larcker's \(1981\)](#) acceptable threshold of 0.50.

Two tests were done to demonstrate that discriminant validity was established: the AVE approach devised by [Fornell and Larcker \(1981\)](#) and the heterotrait–monotrait ratio of correlations (HTMT) as proposed by [Henseler et al. \(2015\)](#). Each latent variable has greater variance with its indicator than with any other latent variable, as evidenced by the AVE square-root (on the diagonal line) for each latent construct in [Table 2](#) ([Henseler et al., 2009](#)). All of the ratios in [Table 4](#) are below the absolute HTMT 0.85 criterion, and the upper interval for all of the relationships is less than 1, demonstrating that discriminant validity is not an issue in our research. Overall, the results show strong discriminant validity, both at the level of the concept and at the level of the item.

Structural model results

The research uses 5,000 bootstrapping sub-samples to test the interactions between the latent components. [Table 3](#) shows all of the structural psychometric properties, such as the coefficient of determination (R^2), the stone-coefficient Geisser's (Q^2) and the path coefficient (P).

Table 2.
Discriminant
validity – Fornell–
Larcker criterion

Latent variable	Job satisfactions	Leadership style	Org. commitment
Job satisfactions	0.769		
Leadership style	0.254	0.855	
Employee commitment	0.534	0.2115	0.808

Note: The off-diagonal values in the above matrix are the correlations between the latent constructs and diagonal are square values of AVEs

According to Henseler *et al.* (2016), the standardized root-mean-square residual (SRMR) could be used to assess model fit. A satisfactory response rate (SRMR) of 0.10 was obtained from the model, which is considered acceptable according to Aigbavboa (2013). It was determined that the R^2 values for job satisfaction were 0.065 and 0.291, respectively, as shown in Figure 2. The latter value was judged a moderate result, which is acceptable in value. According to Q^2 , which assesses the model's capacity to forecast, scores of 0.026 and 0.168, which are both greater than zero, indicate a high degree of predictive importance for the model (Henseler *et al.*, 2009). Last but not least, the communality values are displayed in the final column. These numbers represent how much variance each construct adds to the overall model. This clearly demonstrates that all of the constructions have sufficient explanations to pass the critical requirement of 0.5 (Hair *et al.*, 2012).

Table 6 displays the f^2 impact magnitude as well as the variance inflation factor (VIF). In this model, the f^2 values range from small to large, which is above the cut-off point of zero (Henseler *et al.*, 2009). The VIF values in the final column are well below 10, showing that multicollinearity is not present. Because the model's path coefficient, R^2 , Q^2 and f^2 show that

Latent variable	R^2	Q^2	AVE
Job satisfactions	0.0647	0.026	0.5921
Employee commitment	0.2907	0.168	0.6533
Leadership style			0.7314

Table 3.
Psychometric properties of the structural model

Latent variable	Job satisfactions	Leadership style	Org. commitment	Confidence interval up
Job satisfactions				
Leadership style	0.342			
Org. commitment	0.633	0.303		
Job satisfactions -> employee commitment				0.661
Leadership style -> job satisfactions				0.470
Leadership style -> employee commitment				0.285

Table 4.
HTMT ratios of the structural model

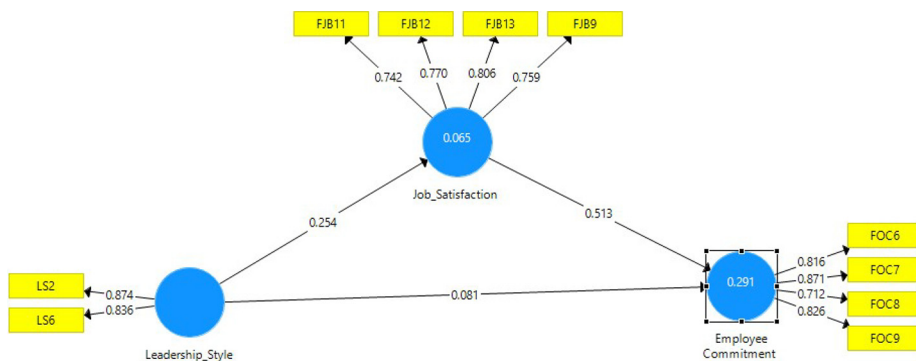


Figure 2.
PLS-SEM model showing the R^2 values and path coefficient

it has a lot of explanatory power, as well as good predictive power and generalizability, it needs to be considered.

The results reported in Table 5 revealed that all t -values (see Figure 3) for the key constructs were larger than the 1.96 significance level, which indicates that all paths, with the exception of HI, were statistically significant at the 95% confidence level; as a result, all manifest variables for the three remaining constructs were significant in explaining the latent variables involved in the model (Oyewobi, 2014). When the degree and importance of the path coefficients were examined, the evidence showed that all three of the hypotheses ($H2$, $H3$ and $H4$) were true.

Importance–performance map analysis

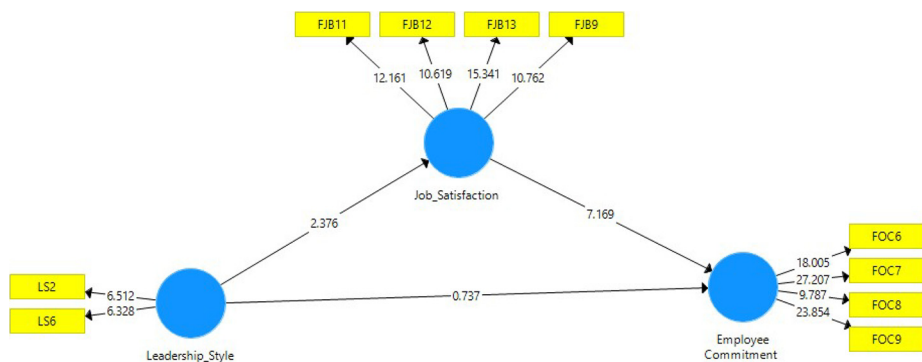
As part of the ongoing efforts to better understand the data collected for this investigation, an IPMA was used (Ringle and Sarstedt, 2016). According to Ringle and Sarstedt (2016), IPMA evaluates the performance level of latent and manifest variables in a PLS-SEM analysis. As a result, rather than just showing the relevance of latent and manifest factors (i.e. the path coefficient), IPMA reveals how the variables affect the target construct as a whole. As a result, IPMA enables the selection of variables based on their importance to achieving the desired outcome. An additional benefit of delving deep into the indicators is that it aids researchers in determining which actions are most crucial to improving the dependent variable. To put it simply, IPMA is a valuable tool for prioritizing management initiatives.

Exogenous latent variables that have a significant impact on employee commitment to an organization were examined using IPMA. Using the PLS-SEM approach is particularly useful when the research focus is on analyzing the major sources of explanation for a given construct (such as employee commitment; Ringle and Sarstedt, 2016). Managers and decision makers can benefit from IPMA's action prioritization capabilities (Hair *et al.*, 2013). As an illustration, using employee commitment as the endogenous target variable, IPMA

Table 5.
Effect size (f^2) and
VIF results

Hypothesized path	f^2	Effect size	VIF
Job satisfactions -> employee commitment	0.347	Large	1.069
Leadership style -> job satisfactions	0.069	Small	1.000
Leadership style -> employee commitment	0.009	Small	1.069

Figure 3.
PLS-SEM model
showing the
 t -statistics



can establish which managerial tasks require improved performance based on the overall effects of the structural model (importance) and the values obtained of the latent construct scores, as well as the resulting effect of the structural model (importance) on performance. The results reveal that there are factors with high relevance (strong overall effect) but low performance (low average latent variable scores; Ringle and Sarstedt, 2016). Results from IPMA are shown in Table 6, which includes data on job satisfaction and leadership styles. Table 6, for example, shows that job satisfaction has the greatest impact on employee commitment (see Figure 4 and Table 6).

To be expected, job satisfaction and leadership style, the two factors that directly preceded employee commitment, are given a fair amount of weight. Despite being on par in terms of performance, the concept of job satisfaction is far more significant than the concept of leadership styles. Because of this, managers' efforts must be geared towards increasing employee engagement through strengthening the leadership styles of those in positions of authority within the organization. Figure 4 shows more clearly how a leader can make his or her employees loyal to him or her.

The importance–performance map (employee commitment; indicators) was investigated to acquire more precise information on how to improve the performance of constructs according to Ringle and Sarstedt (2016). Other incentives, such as bonuses and awards (FJB13), were shown to have relatively high importance when focused on the concept of job satisfaction, but there is still room for improvement in the indicator FJB12 (promotional benefits). As a result, performance can be improved by providing employees with the opportunity to enhance their careers. These findings align with Marta *et al.* (2021) and Suryawan *et al.* (2021). Thus, job satisfaction improves as a result of the improved leadership style and the target construct of employee commitment that follows. Therefore, the IPMA enables the prioritization of leadership styles to promote employee commitment by analyzing their importance and performance characteristics. Promoting benefits and rewards is especially critical for specific actions when analyzing them at the indicator level.

Mediation effect of job satisfaction

In this study, the approach suggested by Hair *et al.* (2018) was used to evaluate the mediating effect of job satisfaction on the relationship between leadership styles and employee commitment in the workplace. The model of the mediation is depicted in Figure 2. When work satisfaction is included as a mediating variable, the path coefficient between leadership styles and employee commitment increases from 0.081 to 0.130, indicating a positive relationship. According to the results of the mediating analysis, the direct effect was 0.081, the indirect effect was 0.130 and the overall effect was 0.211. The result yielded a VAF value of 0.618, which was calculated using the rule of thumb provided by Hair *et al.* (2018), which indicates that if VAF is > 80%, it is full mediation; if VAF is between 20% and 80%, it is partial mediation; and if VAF less than 20%, there is no mediation. As this study investigates the mediating effects of job satisfaction on the link between leadership styles and employee commitment, it is important to note that the findings are exploratory. The study's findings revealed that job satisfaction is a technique of expressing how superiors' leadership styles are related to their subordinates. As a result, it is sufficient to claim that job satisfaction plays a role in mediating the relationship between leadership styles and employee commitment to the extent that it does.

Discussions

It was the objective of this study to evaluate the relationship between leadership styles and employee commitment in the quantity surveying firms in Nigeria as mediated by job

Table 6.
The summary of hypotheses tested

Hypothesis	Hypothetical path	Path coefficient	t-statistics	p-values	Remark
<i>H1</i>	<i>H1</i> . Leadership styles are positively and significantly related to employee commitment	0.081	0.873	0.464	Not supported
<i>H2</i>	<i>H2</i> . Job satisfaction is positively and significantly related to employee commitment	0.513	8.631	0.000	Supported
<i>H3</i>	<i>H3</i> . Leadership styles are positively and significantly related to job satisfaction	0.254	2.928	0.017	Supported
<i>H4</i>	<i>H4</i> . Job satisfaction is a mediator in the relationship between leadership styles and employee commitment	0.13	2.18	0.029	Supported

satisfaction. *H1* postulated that employee commitment is positively and significantly related to leadership style. This hypothesis is partially supported. However, the findings of this study indicate there is a weak and insignificant correlation between leadership style and employee commitment to the organization ($r = 0.081, t = 0.873, p = 0.464$). This implies leadership styles adopted by the firm's management could only lead to employees' commitment if employees are satisfied with their jobs. Although [Lee's \(2004\)](#) research outcomes are in line with the results reported in this current study, nevertheless, the results presented in this paper contradict the findings of [Nanjundeswararawamy et al. \(2020\)](#) and [Mwesigwa et al. \(2020\)](#), who argued that a leadership style inspires and offers rewards to the employees, which in turn enhances employee commitment.

It was discovered through the research that there was a positive and statistically significant relationship between job satisfaction and employee commitment ($r = 0.513, t = 8.631, p = 0.000$). This shows that when employees are pleased with their jobs, their commitment to the organization is increased. This finding is in consonance with [Yousef \(2016\)](#), who posits that job satisfaction directly and positively affects various aspects of organizational commitment. Researchers such as [Saridakis et al. \(2020\)](#) have found a strong association between employee commitment and the well-being of their colleagues. According to [Nanjundeswararawamy \(2021\)](#), employee commitment and job satisfaction are closely linked, adding credence to earlier findings by [Tsai and Yen \(2020\)](#). In this case, the hypothesis *H2* was found to be supported. Although the findings are at odds with [Salahudin et al. \(2016\)](#), This finding suggests that workers tend to be more loyal to their employers when they are happy with their jobs because of good pay, benefits, training, opportunities for career growth and good working conditions.

This study found a significant ($r = 0.254, t = 2.928, p = 0.017$) positive relationship between leadership styles and employee job satisfaction when considering *H3*, which proposed that leadership styles are linked to job satisfaction. As a result, hypothesis *H3* is confirmed. This is consistent with the explanations given by [Mwesigwa et al. \(2020\)](#) and [de Oliveira et al. \(2019\)](#), who stated that a leader must foster an atmosphere in which the employees feel at ease with their working conditions. According to [Suryawan et al. \(2021\)](#), the leadership style used can have an impact on the level of job satisfaction among employees, which corroborates [Musunguzi et al. \(2018\)](#), who discovered that both transformational and transactional leadership styles are associated with high levels of employee satisfaction. However, according to [Ahmad and Umrani \(2019\)](#), there is no relationship between job satisfaction and the leadership styles used by an organization's upper management.

Furthermore, the study examines *H4*, which states that job satisfaction is a mediator in the relationship between leadership styles and employee commitment. It was found that the

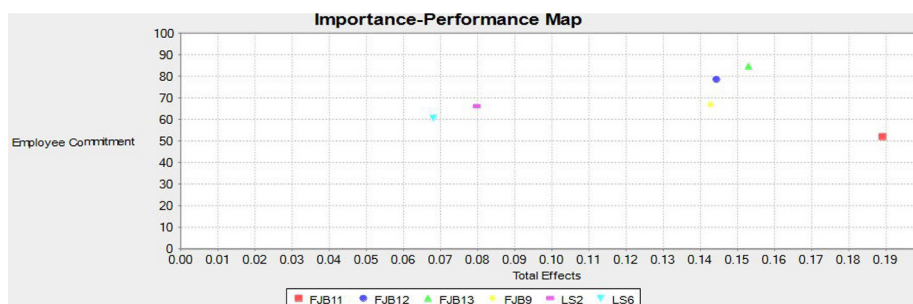


Figure 4.
IPMA results for employee commitment

relationship between leadership styles and employee commitment is mediated by job satisfaction ($r = 0.13$, $t = 2.18$, $p = 0.029$). The variance accounted for (VAF) by the construct is 0.618, which depicts partial mediation. Therefore, $H4$ is supported by the results of this current investigation. This implies that employees' job satisfaction is a manner of expressing the leadership styles of their superiors, which in turn relates to the employee's level of commitment. If an employee is happy with the way their leader treats and supports them, that person is more likely to stay with the company. This suggests that there is a link between leadership styles and employee commitment, and that this link is mediated by job satisfaction. Nanjundeswaraswamy (2021) and Mwesigwa *et al.* (2020), who posit that job satisfaction partly mediates the relationship between leadership styles and employee commitment, come to the same conclusions.

Conclusions

The purpose of this study was to investigate the relationship between leadership styles and employee commitment in quantity surveying firms in Abuja, Nigeria, using the lens of job satisfaction as a framework. Employee satisfaction was found to be significantly influenced by leadership style, and the relationship between leadership style and organizational commitment was found to be to some extent mediated by job satisfaction. This shows that when employees are more content with their occupations, they seem to be more inclined to be dedicated to their employers' goals and objectives.

Therefore, past research has concentrated mostly on developed countries, but they have neglected to investigate the factors that decide which of the apparent variables is more essential in a given situation. Furthermore, this research created and tested a conceptual model that defined a number of latent variables to understand the relationship between leadership styles and employee commitment. The outcomes of the PLS-SEM analysis provided support for the conceptual model as well as for three of the hypotheses that were suggested. The findings revealed a positive and statistically significant relationship between all of the dimensions studied, with the exception of the relationship between leadership styles and employee commitment. It did, however, confirm the notion that work satisfaction may also operate as a mediator between the two categories of interest. In this study, a conceptual model was developed and analyzed that could be used as a basis for future research that tries to figure out how effective work satisfaction is at making employees more committed to their organization.

Research and managerial implications

It is clear that the findings of this study have significant implications for the consultancy firm's principal partners and managers looking to get an edge over the competition through the use of leadership styles that enhance employee satisfaction and loyalty. According to the findings, there is a link between a company's leadership style and its employees' level of dedication. Management should, therefore, pay close attention to the leadership style and effectiveness of those who are in leadership roles within the firm and take appropriate measures to improve it. Employees may be more loyal to an organization if managers are aware of how their leadership styles affect how happy their employees are with their jobs.

The research also established that leadership styles were found to have contributed significantly to employee commitment and work satisfaction. As a result, managers will be able to make better recommendations for increasing employee engagement and job satisfaction through an improved understanding of the correct leadership style. In the end, the findings show that enhancing employee commitment is not just about how satisfied individuals are with their jobs, but also about the correct leadership style. By using the right

leadership styles to make people happier at work and increase their level of commitment to an organization, management can get people to give their all to it.

IPMA focuses on the most critical areas for enhancing management practices. In terms of employee engagement, bonuses and awards, as well as promotional advantages, are of the utmost importance. Management should know that a one-point increase in the performance of awards and promotional bonuses is likely to increase employee commitment by the same amount. In practice, this means that the top management of every private company in Nigeria needs to evaluate the system as a whole on a regular basis. They need to look at trends in employee satisfaction, leadership styles and organizational commitment, and then make any changes to the system that are needed to keep it working well.

In today's highly competitive corporate world, job satisfaction is a crucial topic to consider. Numerous studies have revealed that long-term employees are more likely to remain with a company than new hires. As a result, this research contributes to the body of knowledge regarding the factors that influence employee commitment. According to research, participation of employees in the decision making process provides a productive workplace environment and fosters a positive working connection among employees. The leader will stimulate the personnel to perform efficiently and successfully, as well as encourage them to stay with the company. Because of this, quantity surveying firms must come up with and carry out plans to keep their workers interested in and committed to the company.

Research limitations

There are limitations to this research. Cross-sectional data was gathered by a questionnaire survey in this study. It does this by collecting information from a single point of contact within a company and asking only one person within that company for their input. This could have an impact on the study's findings' generalizability. As a result, a long-term study is needed to get the most precise data. As a result of this investigation, only people working in quantity surveying firms in Abuja, Nigeria, were considered. Because the variables may be different in other industries, the research suggests that these relationships should be examined in a different industry.

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Further reading

Ringle, C.M., Wende, S. and Becker, J.-M. (2015), *SmartPLS 3*, SmartPLS GmbH, Bönningstedt.

Code	Items
	<i>Job Satisfaction</i>
FJB1	Salary
FJB2	Nature of work
FJB3	Flexibility in work
FJB4	Inflation
FJB5	Traffics
FJB6	Job security
FJB7	Job timing
FJB8	Living environment
FJB9	Company's culture
FJB10	Company leadership
FJB11	Place of work
FJB12	Promotional benefits
FJB13	Other benefits such as bonuses, awards, etc.
	<i>Employee Commitment</i>
FOC1	Salary
FOC2	Nature of work
FOC3	Flexibility in work
FOC4	Inflation
FOC5	Traffics
FOC6	Job security
FOC7	Job timing
FOC8	Living environment
FOC9	Company's culture
FOC10	Company leadership
FOC11	Place of work
FOC12	Promotional benefits
FOC13	Other benefits such as bonuses, awards, etc.
	<i>Transactional leadership</i>
TSL1	The leadership style in our organization discourages independent thinking
TSL2	The style involves using incentives and disciplinary measures to "transact" with followers and eventually achieve compliance
TSL3	The style of leadership is based on directive and that behavior is influenced by consequences
TSL4	Those who do well are rewarded, while those who deviate are punished
TSL5	Our leaders use extrinsic motivators (financial) that satisfy more basic needs
TSL6	The goal is usually to manage daily operations and maintain a desired level of performance
TSL7	The focus is not on achieving long-term growth but instead seeks to retain the status quo
TSL8	Emphasis is on self-interest and benefits
	<i>Transformational leadership</i>
TFL1	Emphasis is placed on intrinsic motivation
TFL2	The leadership in our organization creates a shared vision for the future
TFL3	Emphasis is not on self-interest and personal gain
TFL4	Our leader's goal is to "change" the way we see ourselves and the work we accomplish to raise our collective performance

Table A1.
Item used in
developing the
questionnaire

(continued)

Leadership
styles

Code	Items
TFL5	The style of leadership in our organization promotes engagement, confidence and growth
TFL6	Our leader's seeks long-term success
TFL7	Followers are inspired by the leader to improve in a manner that surpasses expectations and eventually achieve this vision
TFL8	Our leader encourages us to go beyond our own personal interests and reach our full potential

Notes: The respondents were asked the following questions on a Likert Scale; 1. How those factors influence their job satisfaction and commitment to the organization; 2. How much influence does each of the leadership style have on their job satisfaction and commitment to the organization

Table A1.

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