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Impact of Transformational and Transactional Leadership Styles on Organizational Commitment Work Engagement as Moderator

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Abstract

The research question of this study is how transformational and transactional leadership styles influence organization commitment with work engagement as a moderator. In modern organizational contexts, leadership has become a key factor that defines the attitude of employees, their behaviour and the general performance of the organization. Although transformational and transactional leadership styles have been extensively studied in the previous studies, there has been little empirical interest in the combined impact of these two leadership styles on the organizational commitment in the developing economies, especially when the work engagement factor is used as a mediating variable. To fill this gap, this paper will present a detailed analysis in the setup of Khyber Pakhtunkhwa (KP), Pakistan by looking at two different but important sectors: higher education and banking. The research design applied in the study is quantitative and cross-sectional research. Structured questionnaires were used to gather data in two independent samples; 556 members of the faculty of the universities of the private sector and 386 employees of the banks of the private sector in KP, Pakistan. Measurement scales that were predefined and tested, such as Multifactor Leadership Questionnaire (MLQ) used to evaluate transformational and transactional leadership styles, Organizational Commitment Scale created by Meyer and Allen (1997), and the Utrecht Work Engagement Scale (UWES) were used to assess work engagement. Statistical Package of Social Sciences (SPSS) and Analysis of Moment Structures (AMOS) were used to analyze the collected data. Methods of analysis were descriptive statistics, reliability and validity testing, correlation analysis, multiple regression analysis and moderation analysis in terms of interaction. The study results indicate that transformational leadership produces significant and statistically significant positive influence on organizational commitment in both samples. Transformational leaders are those who have inspirational motivation, intellectual stimulation, individualized consideration and idealized influence, which are more likely to promote emotional attachment and loyalty among employees. These leadership behaviors make employees identify themselves with organisational goals and thus enhance their commitment. Conversely, transactional leadership also shows a positive and significant correlation to organizational commitment albeit with a smaller effect size. Transactional leadership founded on contingent rewards and corrective actions would help in commitment by setting of clear expectations, reinforcing of performance standards, and organizational stability. The strength and applicability of the results are also brought out in the comparative analysis of the education and banking sectors. Although the organizational structures, job roles, professional expectations differ, the relationships between the leadership styles, work

engagement, and organizational commitment are similar in both sectors. This shows that the model suggested has a great explanatory value in various organization contexts in Pakistan. The research has a number of theoretical and practical implications. In theory, it adds value to the body of knowledge by incorporating the concepts of leadership styles and work engagement into a single framework, which is based on the Social Exchange Theory. In practice, the results indicate that organizations ought to invest in the ability to develop transformational leadership skills and should also create the working environment that will increase the engagement of the employees. Leadership development programs, employee recognition programs and supportive organizational policies can be very effective in enhancing organizational commitment. To sum it up, this research shows that leadership and involvement are crucial factors in influencing employee commitment. It is an eye opener by showing how work engagement can moderate the outcomes of organizations in developing economies such as Pakistan.

Introduction

The role of leadership in the modern organizational environment, which is marked by the fast pace of technological development, globalization, and the growing competition, has never been as important. Organisations are constantly working towards improving employee performance, retaining qualified human capital and ensuring sustainable competitive advantage. Leadership styles have been considered as one of the key determiners of organizational success among other factors, given the fact that they impact employee attitudes and behaviors. Specifically, both transformational and transactional leadership styles have been given extensive coverage in the organizational behavior literature because of their unique perspective and important implications on employee results including organizational commitment, job satisfaction, and performance (Bass, 1985; Bass and Riggio, 2006). Transformational leadership is the type of leadership that encourages and influences workers to work beyond their selfish interests in the benefit of the organization. Leaders who embrace this style are interested in establishing an attractive vision, innovation, and building good interpersonal relations with their followers. They exhibit behaviors such as idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration (Avolio & Bass, 2004). These leaders can change the organizational culture and motivate employees to perform and commit at a better level. By comparison, transactional leadership depends on a set of rewards and punishments, under which leaders focus on accomplishing tasks, obedience, and following set standards. The style is based on contingent reward programs and management-by-exception in order to have efficient organizational objectives achieved efficiently (Burns, 1978; Judge and Piccolo, 2004). Organizational commitment is a psychological bond and attachment of employees to their organization which is a key outcome variable in organizational studies. Meyer and Allen (1991) describe organizational commitment as having three elements: affective commitment (emotional attachment), continuance commitment (perceived cost of leaving), and normative commitment (sense of obligation to stay). There are many positive effects that are linked to high organizational commitment such as lower turnover intentions, higher job performance, better organization citizen behavior and better overall organizational effectiveness. In turn, the determination of the factors affecting organizational commitment is an issue that both researchers and practitioners have been keen on.

Past studies have always shown that leadership styles are important in influencing organizational commitment. Transformational leadership, specifically, has been discovered to positively influence employee commitment very strongly by promoting trust, empowerment, and employee goal orientation (Podsakoff et al., 1996; Walumbwa et al., 2005). Transformational leaders are more likely to have employees who are valued, motivated and emotionally attached to their organization.

Conversely, though transactional leadership is usually viewed as less inspirational, it helps in organizational commitment by bringing clarity, order and systematic reinforcement of the desirable behavior. Transactional leaders may improve the feeling of fairness and predictability in employees through the use of rewards and performance based incentives, which also increase the commitment of the employees (Bass, 1985; Judge and Piccolo, 2004).

Although the impact of leadership styles on organizational commitment has been studied widely, recent studies have indicated that the effects might be mediated by other psychological and contextual aspects. Work engagement is one of these factors that have become significant constructs in organizational psychology. Work engagement refers to a positive, satisfying, work-related attitude that is full of energy, commitment and absorption (Schaufeli et al., 2002). Engaged employees are dynamic, eager, and greatly engaged in their job, and they tend to go beyond their job description to make contributions towards the success of their organization. Work engagement has thus been associated with a broad level of beneficial outcomes such as an increase in job performance, job satisfaction, and an increase in organizational commitment.

It is especially relevant that the work engagement as a moderating variable is included in the relationship between the styles of leadership and the organizational commitment. Moderation means that the intensity or direction of the relationship between independent and dependent variables is reliant on the level of a third variable. Here, an engagement in work can either improve or deteriorate the effects of leadership styles on organizational commitment. As an example, highly engaged employees might be more responsive to transformational leadership behaviors and, therefore, its positive impact on commitment can be high. On the same note, the employees who are engaged will also tend to react well to the transactional leadership mechanisms because they will tend to appreciate the performance-oriented rewards and organization structure. Thus, the moderating effect of work engagement can be studied to enhance the complex picture of the impact of leadership on organizational commitment. Although there is an increasing amount of literature on the topic of leadership and engagement, there is a shortage of empirical research that would both compare the transformational and transactional leadership styles to the organizational commitment and explore them in the context of developing countries like Pakistan. Pakistan has a distinct socio-cultural and economic environment that poses particular challenges and opportunities to different organizations, and it is important to investigate these relations in the local setting. Moreover, the research that is available is mostly single-sector samples, which restricts the applicability of its results. To overcome this shortcoming, the current research is based on dual-sample approach where both education and banking sectors in Khyber Pakhtunkhwa (KP), Pakistan are considered.

University education is an important sector in the development of a nation because higher education produces qualified human capital, as well as innovation. In private universities, faculty members are under growing pressure to achieve academic standards, research and provide quality education and therefore, leadership and engagement are important aspects of their practice and dedication. Equally, the banking industry is a major aspect of financial system, with high competition, stringent regulatory policies and work conditions. Workers at a privately based bank must also usually achieve performance goals and adjust to the fast-paced environment of the market, and it may affect their engagement and commitment levels. Through the analysis of these two industries, the research gives a detailed insight of the interplay of leadership styles, work engagement and organizational commitment in various organizational settings. This study draws its theoretical basis on the Social Exchange Theory (Blau, 1964) in which human relations are founded on a two-way exchange of resources and benefits. Employees in an organizational environment tend to repay by ensuring they have positive attitudes and behaviors, including commitment and engagement when their leaders support, recognize, and give them growth opportunities. Transformational leadership improves such

exchange through building emotional and psychological connection whereas transactional leadership is based on economic and contractual connections. This reciprocal relationship can also be reinforced by work engagement which makes employees more willing to dedicate their time and energy to their work.

Considering the discussion above, the main goal of this research is to explore the effects of the transformational and transactional leadership styles to organizational commitment with the work engagement as a moderator variable. In particular, the research questions are (1) to examine the direct impact of transformational and transactional leadership on the organizational commitment, (2) to test the moderating role of work engagement in these relationships, and (3) to compare the results between the education and the banking fields in KP, Pakistan. It is through the focus on these goals, that the study will make contributions to the existing body of literature and will offer useful information to organizational leaders and policymakers. To sum up, the relationship between leadership styles, work engagement, and organizational commitment is crucial in the life of organizations that strive to improve the well-being and performance of employees. With organizations still operating in complex and dynamic environments, effective leaders and interested employees will be the major success drivers in organizations. This paper thus provides a significant understanding on the use of the leadership behaviors to enhance higher commitment among workers, which ultimately lead to organizational sustainability in the long term.

Literature Review

The connection between leadership styles and employee performance is one of the key topics that have been the focus of organizational behavior studies over a few decades. Among the leadership paradigms, transformational and transactional leadership have been considered the most scholarly topic because of their unique features and their quantifiable effect on the attitude of employees, including the organizational commitment. Moreover, new studies focus on the relevance of such psychological constructs as work engagement in the formation of these relations. In this section, the literature review on transformational leadership, transactional leadership, organizational commitment and the moderating effect of work engagement are thoroughly reviewed and the theoretical basis of these relationships is provided.

Organizational commitment and Transformational Leadership.

The term transformational leadership was initially developed by Burns (1978) and subsequently developed by Bass (1985), and it describes a type of leadership that motivates people to put aside their self-interest in the best interest of the organization. Transformational leaders can have an impact on employees in four dimensions: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration (Avolio and Bass, 2004). These leaders are role models, inspire employees with a powerful vision, promote creativity and innovation, and offer individual guidance. The positive correlation between transformational leadership and organizational commitment is backed by a large amount of empirical evidence. According to Podsakoff et al. (1996) the transformational leaders create the trust and satisfaction amongst the workers which subsequently leads to the commitment of the workers towards the organization. In the same way, Walumbwa et al. (2005) proved that transformational leadership has a positive impact on affective commitment because of the sense of belonging and emotional attachment to the employees. Workers under transformational leaders would tend to internalize organizational values and tie their ends to the goals of the organization.

Moreover, intrinsic motivation has been associated with transformational leadership, which is very important in enhancing the commitment of an organization. With a sense of inspiration and appreciation, employees can have a stronger emotional attachment to their organization. This is

especially significant in areas of knowledge like education where creativity and innovation are critical in achievement. Transformational leadership in these situations not only boosts the commitment but also creates a culture of learning and constant improvement.

Organizational commitment and transactional Leadership.

Transactional leadership, on the other, is founded on the exchange system between the leaders and the followers. This type of leadership focuses on applying contingent rewards and corrective measures to control the performance of employees (Bass, 1985). Transactional leaders set specific expectations, track performance, and give rewards or punishments depending on the accomplishment of particular objectives. Contingent reward and management-by-exception are the two major aspects of transactional leadership. Even though transactional leadership is said to be less effective in creating long-term commitment as compared to transformational leadership, it still has its role in the organization. In their meta-analysis, Judge and Piccolo (2004) established that transactional leadership is positively but slightly related to organizational commitment. The transparency and order that transactional leaders offer may also contribute to the feeling of security and predictability among employees, which are significant in ensuring commitment. Additionally, transactional leadership is especially useful within the setting in which duties are habitual and performance results are well-established, like in the banking industry. Under these conditions, employees can react positively to performance-based rewards and clear instructions, which will result in greater commitment. The weakness of transactional leadership, however, is that it is based on extrinsic motivation and this can be insufficient to instill strong emotional attachment to the organization. Consequently, it has a relatively lesser influence on the affective commitment than transformational leadership.

Organizational Commitment

Organizational commitment is a multidimensional construct that is used to indicate the psychological attachment of the employees to their organization. Meyer and Allen (1991) suggested a three component model of organizational commitment which includes affective, continuance and normative commitment. Affective commitment is the emotional attachment of employees in the organization, continuance commitment is those costs that are perceived to be incurred in leaving the organization and normative commitment is the feeling of obligation to stay. There are many positive organizational outcomes that are linked with high levels of organizational commitment. The more committed employees are to their organization, the higher their tendency to perform higher job performance, reduced turnover intentions, and increased organizational citizenship behaviors (Meyer and Allen, 1997). Thereby, it is of utmost importance that the factors that contribute to organizational commitment are understood as a measure towards organizational success. One of the major antecedents of organizational commitment has been determined as leadership styles. Transformational leadership promotes affective commitment by encouraging emotional commitment whereas transactional leadership involves continuance and normative commitment as a result of organized exchange and commitments. Nonetheless, these leadership styles may affect commitment to a greater degree, depending on other variables, including employee engagement and organizational environment.

Work Engagement as a Moderator.

The concept of work engagement has been of great interest in the last couple of years as one of the key determinants of employee performance and well-being. Work engagement as defined by Schaufeli et al. (2002) is a positive, satisfying, work related state of mind, which is described as having the following attributes; vigor (having high energy levels), dedication (commonly involved in work activities) and absorption (completely engaged in work activities). Engaged employees are

passionate, strong, and ready to put an additional effort into their job. Various researches affirm the role of work engagement as a moderating variable in the relationship that exists between leadership styles and organizational commitment. Involved employees are better placed to view leadership behaviors in a positive manner and react at a higher commitment level. For example, Breevaart et al. (2014) found that work engagement strengthens the relationship between transformational leadership and employee outcomes by enhancing the impact of leadership behaviors on employee attitudes. Work engagement enhances the beneficial impact of inspirational motivation and individualized consideration in the transformational leadership context. Employees who are engaged will be more open to the vision and support that transformational leaders offer and become more emotionally attached and committed. Likewise, when it comes to transactional leadership, the involvement of employees can be more responsive to contingent rewards and performance feedback, which can increase the performance of this leadership style. The moderating effect of work engagement is, however, not always homogenous. There are studies that opine that effects of transactional leadership might not be contingent on the level of engagement as it is more of an external motivator and not internalized motivation. However, the general evidence shows that work engagement contributes greatly in determining the relationship between leadership styles and organizational commitment.

Theoretical Framework: Social Exchange Theory.

This study is theoretically founded on the Social Exchange Theory (Blau, 1964) which postulates that relationships in the society are established through reciprocation of resources and benefits. Employees and leaders are involved in a reciprocating process within an organizational set up where positive attitude and behaviors in leadership are returned with positive attitudes and behaviors of the employees. Transformational leadership improves this interchange through emotional support, recognition and personal growth opportunities. The employees react to these benefits by giving increased commitment and engagement. Transactional leadership, on the contrary, involves economic transactions in which the employees are rewarded based on their performance. Though this type of exchange cannot lead to strong emotional connections, it can also be part of organizational commitment as it strengthens expectations and commitments. The exchange relationship is also reinforced by work engagement as it enhances the willingness of employees to devote their time and energy in their work. Engaging employees can result in a greater likelihood of them returning positive leadership behaviors in more committed ways, thus boosting the overall effectiveness of leadership styles**.**

Hypotheses Development

Based on the reviewed literature, the following hypotheses are proposed:

- **H1:** Transformational leadership has a significant positive effect on organizational commitment.
- **H2:** Transactional leadership has a significant positive effect on organizational commitment.
- **H3:** Work engagement moderates the relationship between transformational leadership and organizational commitment such that the relationship is stronger at higher levels of engagement.
- **H4:** Work engagement moderates the relationship between transactional leadership and organizational commitment such that the relationship is stronger at higher levels of engagement.

In summary, the literature suggests that both transformational and transactional leadership styles influence organizational commitment, with transformational leadership generally having a stronger impact. Work engagement serves as an important moderating variable that enhances these

relationships. However, empirical evidence in the context of Pakistan, particularly using multiple sectors, remains limited, thereby justifying the need for the present study.

Methodology

Research Design

In this study, a quantitative, cross-sectional research design (with work engagement as a moderating factor) is used to investigate how transformational and transactional leadership styles affect organizational commitment. A cross-sectional approach was found to be suitable because it enables gathering of data of a high number of respondents at a given time so as to identify the relationship among the variables. This research is conducted in a positivist paradigm of research because it focuses on objective measurement and statistical analysis in order to test the hypotheses.

Population and Sampling

The sample of this study includes the employees of two of the largest sectors in Khyber Pakhtunkhwa (KP), Pakistan: the higher education sector and the banking sector. In particular, the members of the faculty of the universities of the private sector and the employees of the banks of the private sector were identified based on their applicability in the knowledge intensive and service oriented settings respectively. This study involved a total sample of 942 respondents including 556 faculty members and 386 employees at the banking. Accessibility was reported as a constraint because of time limitation and convenience sampling technique was used. This approach is popular in organizational research, but it is often constrained in terms of generalizability, and is deemed suitable when conducting exploratory studies or hypothesis-testing studies.

Data Collection Procedure

A structured, self-administered questionnaire was used to collect primary data. The questionnaires were administered physically and electronically (through email and online survey sites) to get a greater response rate. To minimize biases related to the responses, the respondents were briefed on the aim of the research and guaranteed confidentiality and anonymity. Before the actual collection of the data, a pilot study was carried out on 40 respondents to determine the clarity, reliability and validity of the instrument. Minor changes were done on the basis of feedback. The concluding data collection was done over a period of six weeks.

Measurement Instruments

Well-established and validated scales used in previous research were used to measure all variables in this study:

Transformational and Transactional Leadership: Measured according to Multifactor Leadership Questionnaire (MLQ) created by Bass and Avolio (2004). Transformational leadership was evaluated on the axis of idealized influence, inspirational motivation, intellectual stimulation and individualized consideration whereas transactional leadership was evaluated on the axis of contingent reward and management-by exception.

Organizational Commitment:

The three-component model scale that was created by Meyer and Allen (1997) to measure the affective, continuance, and normative commitment.

Work Engagement: Work engagement measured with the Utrecht Work Engagement Scale (UWES) by Schaufeli et al. (2002) with three dimensions that are: vigor, dedication, and absorption.

All the items were measured on a five-point Likert scale with 1 (strongly disagree) as the lowest and 5 (strongly agree) as the highest.

Data Analysis Techniques

Structural modeling was done with SPSS (Version 25) and AMOS. The analysis was done in a

number of steps:

1. Descriptive Statistics: To describe demographic information and distributions of variables.
2. Reliability Analysis: Cronbach alpha coefficients were determined to provide internal consistency of the scales (acceptable coefficient 0.70 and above).
3. Correlation Analysis: Pearson correlation coefficients were used to examine relationships among variables.
4. Regression Analysis: Multiple regression was done to determine the direct impacts of transformational and transactional leadership on organizational commitment.
5. Moderation Analysis: Hierarchical regression and interaction terms were used to test the moderating effect of work engagement.

Ethical Considerations

There was adherence to ethical standards during the research process. All the respondents were informed and volunteered to participate. Confidentiality and anonymity were ensured by not collecting personally identifiable information. The information was utilized purely on the academic grounds. Overall, the design used in the research offers a solid framework in analyzing the relationship between leadership styles, work engagement and organizational commitment in two key areas in KP, Pakistan**.**

Results

Table 1: Demographic Profile

Variable	**Category**	**Frequency**	**Percentage**
Gender	Male	520	55%
	Female	422	45%
Age	25–35	410	43%
	36–45	330	35%
	46+	202	22%
Sector	Education	556	59%
	Banking	386	41%

The sample shows balanced gender representation and diversity across age groups and sectors.

Table 2: Correlation Analysis

Variables	**TL**	**TR**	**WE**	**OC**
TL	1			
TR	0.42**	1		
WE	0.55**	0.38**	1	
OC	0.68**	0.49**	0.61**	1

All variables show significant positive relationships, with transformational leadership having the strongest correlation with organizational commitment.

Table 3: Regression Analysis

Variable	**Beta**	**t-value**	**Sig**

TL	0.52	9.85	0.000
TR	0.28	5.21	0.000
R^2	0.51		

Transformational leadership has a stronger impact on organizational commitment compared to transactional leadership.

Table 4: Moderation Analysis

Interaction	**Beta**	**t-value**	**Sig**
TL × WE	0.21	4.32	0.000
TR × WE	0.14	3.11	0.002

Work engagement significantly strengthens the relationship between leadership styles and organizational commitment.

Discussion

The main aim of this research was to investigate the effects of transformational and transactional leadership styles on organizational commitment, work engagement as a moderating factor on the same, in two sectors in Khyber Pakhtunkhwa (KP), Pakistan. The results are well-grounded empirical evidence of the hypotheses, as well as valuable information on the dynamics of leadership in academic and banking settings. In line with the Hypothesis 1, the findings indicate that transformational leadership has a strong and positive influence on organizational commitment. The above observation is consistent with the previous research (Bass and Riggio, 2006; Walumbwa et al., 2005), which indicates that transformational leaders can create emotional attachment and loyalty in employees by helping them share a common vision, stimulating innovativeness, and assisting them on a one-on-one basis. When applied to the situation of the private university and bank, the transformational personalities of the leaders would be more successful in establishing the sense of purpose and belongingness in the employees, which in turn would enhance their affective commitment. This is especially applicable in knowledge-based settings where personal drive and intellectual stimulation plays a decisive role in performance.

The results also confirm Hypothesis 2, which states that the relationship between transactional leadership and organizational commitment is positive and statistically significant but with a relative weakness. This finding is in line with previous studies (Judge and Piccolo, 2004), which note that transactional leadership also leads to commitment by creating systematic interchanges, definite expectation, and rewards based on performance. Transactional leadership seems to be effective in the banking sector where work is usually routine and performance targets are well defined which helps in keeping employees committed to their work by instilling accountability and consistency. Nonetheless, it might not be able to create an emotional attachment as profoundly as transformational leadership because of its dependence on extrinsic motivation.

One of the main contributions of the current study is that it proves the moderating effect of work engagement, which justifies Hypotheses 3 and 4. The findings show that work engagement plays a significant role in enhancing the relationship between the two leadership styles and organizational commitment. Highly engaged employees (vigor, dedication, and absorption) are more receptive to leadership behaviors and tend to be more apt to convert these impacts to a more robust organizational commitment. Precisely, moderating effect is stronger in the association between transformational leadership and organizational commitment. This implies that engaged employees can internalize the vision and values that are conveyed by transformational leaders more easily, hence improving their

emotional attachment towards the organization. Work engagement also boosts the effectiveness of transactional leadership, albeit to a lower extent. Engaged workers tend to react better to contingent incentives and organized instructions since they already have the incentive to work and contribute. This observation highlights the need to take into account the psychological condition of employees when assessing the usefulness of the leadership styles.

Moreover, the application of two samples, the education and banking sectors, boosts the external validity of the results. Although there were variations in the organizational structures and job demands, the correlations of leadership styles, work engagement, and organizational commitment were similar in the two sectors. This implies that the model suggested is wider in application in various organization contexts in Pakistan. Comprehensively, the results support the need to have a holistic approach to leadership in terms of the con-combinatory character of relational and performance-based approaches, and at the same time, a highly engaged workforce to achieve the fullest commitment to the organization.

Conclusion

This paper aimed to investigate how transformational and transactional leadership styles affect organizational commitment, and also investigated the mediating role of work engagement in the context of the Khyber Pakhtunkhwa (KP) in Pakistan, which is represented by the private sector universities and banks. The results give solid empirical support that both leadership styles have significant effects on organizational commitment, with a more significant and consistent effect of transformational leadership over transactional leadership. The concept of transformational leadership proved to be a highly important factor in organizational commitment, and this was mainly because it inspired, motivated and emotionally engaged employees with organizational objectives. Leaders who are visionary, supportive and intellectually stimulating, will be more inclined to create a strong sense of loyalty and attachment in the employees. On the one hand, the transactional leadership is relatively less significant but still has a certain role in providing clarity of expectations, strengthening performance standards, and organizational stability via reward-based systems. One of the major contributions of this study is that it brings out the moderating effect of work engagement. The outcomes have shown that the highly engaged employees are more sensitive to the leadership behaviors, which makes the relationship between leadership styles and organizational commitment stronger. This observation highlights the need to create a workplace with a sense of vigor, commitment, and absorption among the employees since engagement enhances the positive impacts of transformational and transactional leadership. The results derived by using two samples in the education and banking industries are stronger and more generalizable. Regardless of the industry variations, the uniformity of outcomes indicates that the suggested model can be used in various organizational contexts in Pakistan. This has significant consequences to organizational leaders and policymakers who want to enhance employee commitment and overall performance.

Practically, companies ought to invest in leadership development initiatives that focus on transformational behaviors in addition to sustaining working transactional systems. Also, programs that could contribute to employee engagement, including favorable working conditions, reward schemes, and career development, need to be focused on. To sum up, the study has added to the current research on leadership and organizational behavior by combining leadership styles and work engagement into an overall framework. It points out that a combination of effective leadership and high employee engagement could considerably improve the commitment of the organization to a significant level and lead to the success of the organization in the long term.

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