

**THE IMPACT OF LEADERSHIP STYLES ON EMPLOYEE COMMITMENT IN
PRIVATE ISP COMPANIES IN NEPAL**

A Dissertation submitted to the Office of the Dean, Faculty of Management in partial
fulfilment of the requirements for the Master's Degree

By

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CERTIFICATION OF AUTHORSHIP

I affirm that I have thoroughly researched and submitted the final draft of my dissertation titled **"The Impact of Leadership Styles on Employee Commitment in private ISP companies in Nepal."** This dissertation has not been previously submitted for any degree conferral, nor has it been proposed or presented for any other academic purposes.

I express gratitude for the assistance and cooperation I received during this research endeavor. Furthermore, I confirm that all information sources and literature utilized are appropriately cited in the dissertation's reference section.

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REPORT OF RESEARCH COMMITTEE

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ABBREVIATION

ISP	Internet Service Provider
NTA	Nepal Telecommunication Authority
DH Fibernet	DishHome Fibernet
PLS	Partial Least Squares
AVE	Average Variance Extracted
HTMT	Heterotrait-Monotrait
VIF	Variance Inflation Factor
DLS	Directive Leadership Style
PLS	Participative Leadership Style
SLS	Supportive Leadership Style
AOLS	Achievement Oriented Leadership Style
EC	Employee Commitment
MAE	Mean Absolute Error
RMSE	Root Mean Square Error
SD	Standard Deviation
SEM	Structural Equation Modeling
LM	Linear Modeling

ABSTRACT

This study investigates the impact of leadership styles on employee commitment within Nepalese Internet Service Providers (ISPs), primarily in the private sector. Using a descriptive and correlational research design, data were collected from 217 employees across various ISPs in Nepal through a structured questionnaire. The research aimed to explore the relationship between leadership styles—Directive, Participative, Supportive, and Achievement-Oriented—and employee commitment. The methodology included stratified sampling, and statistical analysis was conducted using Smart PLS and SPSS software. The findings revealed significant associations between leadership styles and employee commitment. Directive leadership style, emphasizing clear instructions and goal-setting, showed a moderate effect on normative commitment but lacked emotional engagement. Supportive leadership style, characterized by empathy and feedback, fostered affective commitment by addressing employees' personal needs. Participative leadership style, involving employees in decision-making, promoted ownership and responsibility, leading to affective and normative commitment. Achievement-oriented leadership style, focusing on recognition and continuous improvement, enhanced continuance commitment by aligning organizational values with personal goals. In conclusion, the study emphasizes the importance of effective leadership in influencing employee commitment within Nepalese ISPs. It recommends leadership development initiatives, tailored training programs, feedback mechanisms, recognition systems, and continuous improvement strategies to enhance leadership effectiveness and foster greater commitment among employees. By implementing these recommendations, Nepalese ISPs can create a conducive work environment where employees are motivated, engaged, and committed to achieving organizational goals, contributing to long-term success and sustainability.

Keywords: Leadership style, ISP, Employee commitment, Smart PLS

CHAPTER-1

INTRODUCTION

1.1 Background of the Study

Employee Commitment is the bond employees experience towards their organization. As an HR variable it is about mind-set of employees which guides their style towards the work environment. Employees who are committed to their organization find a connection with their organization, feel that they fit in and, feel they understand the goals of the organization. For instance, when employees perceive that their contributions are valued and they have opportunities for growth and development, they are more likely to demonstrate higher levels of commitment to the organization (Smith & Patel, 2024).

In today's business world, the workforce of the organizations is more aware, knowledgeable, educated and expecting better values for themselves on the other hand organizations also want to better utilize them to get maximum benefits. But while considering millennial work force in ISP(Internet Service Provider). They have their own set of expectations for their employers or leaders and work life that are fundamentally changing the workplace. But, unlike their predecessors, millennials have no problem moving on to a new job if they're not satisfied (Coy, 2018). In this situation there should be very effective leadership style chosen by managers or supervisors which should attract, motivate and also get productivity from their followers by retaining them in this competitive age is quite challenging.

No two leaders are alike. We have *Prithivi Narayan Shah* types: Charismatic, brave heart, courageous. We have *Binod Chaudhary* types: committed, disciplined, demanding. And numerous of leaders are in between them. All are unique but to get commitment from their followers, need the right leadership styles. Leadership is the life wire of any organization. However it should be clear out that no single leadership style is likely to be effective in all circumstances, leadership style may vary based on circumstances and surroundings. Not concentrating on a single leadership style, leaders can vary their styles depending on three factors: forces in the leader, forces in the employees and forces in the situation.

The previous studies empirically explain that leadership style have some significant effects on employee commitment, equally placing the responsibility of employee commitment on the leader as opposed to regarding it simply as a moral obligation on the part of the employee. A leader can therefore intentionally apply a particular management style, with the expectation to invoke commitment for retention, productivity and organizational citizen behaviors. By using appropriate leadership styles, managers can affect employee job satisfaction, commitment and productivity (Alkhatani, 2016).

A counter argument to the importance of leadership style for employee commitment has been made proposing that, employees who have an intrinsic desire to perform at a high level, are more welcoming of the leader's guidance (Dale & Fox, 2008). The various studies have evaluated leadership styles as backgrounds of organizational commitment. Whether the leadership style directly invokes commitment or, simply has an effect on different work situations leading to a less stressful experience, numerous studies in this area suggest that it can only be ignored to the disadvantage of overall organizational performance. Undoubtedly, the input of the leader contributes to the psychological contract that the employee holds with the organization. Avey, Wernsing and Palanski (2012) proven that the psychological contract could be one that is characterized by a sense of ownership, accountability, a sense of duty, a sense of effectiveness and a greater sense of belongingness.

According to Nepal Telecom "According to the Nepal Telecommunications Authority (NTA), there are a total of 27.7 million broadband internet users in the country, with 19,853,000 being mobile broadband users. Telephone service volume stands at 13.75 percent, while broadband penetration has reached 91.55 percent. The number of households covered by ISPs is 2,864,056, which is increasing, compared to the total number of households in the country, which stands at 5,643,945. The decline in mobile data usage due to high costs has led to a growing demand for broadband connections or ISP internet services."

The internet has now become a necessary component for everyone. Conducting business with it, on the other side, is both a wonderful opportunity and a major barrier. Many ISP owners are having difficulty establishing trust and providing consistent service. Because of its multi-dimensional working layer, service providers in this industry must be more aware of their

services and obtain employee commitments, which together play a key part in delivering the desired quality service. The internet service industry of Nepal has a varied mind set of diverse workforce and views employee commitment as being integral to attaining optimal performance. The study focused on different internet service provider of Nepal to determine the effect of leadership styles on employee commitment. The study was strengthened by the four styles of leadership that were proposed by the path-goal leadership theory.

1.2 Statement of the Problem

Failing to address the incremental process of leader follower engagement which is more representative of how leaders grow, and influence subordinates on an on-going basis is the major problem faced by internet service industry in Nepal. While employee commitment is directly related to productivity and operational success to the apprehension of organizational goals. The past studies have focused on transformational and transactional leadership (Clinebell et al., 2013; Buciuniene & Skudiene, 2008; Raja & Palanichamy, 2011) . The path-goal theory as first proposed by Martin Evans offers four leadership style approaches that a leader can apply contingent upon the requirements of the situation and the follower competence and attitude (Daft, 2008), as compared to the transformational and transactional styles which suggest a huge disagreement in the type of leadership offered by transformational and transactional leaders and their effects on employee styles and attitudes. While different things influence different people to get committed, but also there are several demotivating factors that can negatively impact to the business. Inflexibility of the leadership style by managers is one of the problems observed by researcher. They fail to regulate their style of leading to the changing situations and business environment. A lack of hierarchy or direct reporting structure also leads to confusion, dislike and an overall lack of commitment direction. Having unclear objectives, discourage employees to be committed which causes the work difficulty.

Effective communication and effective leadership are closely intertwined. But sometimes absence of an effective line of communication between leaders and their subordinates possess a big issue. Lack of confidence in the company might arise the problem of commitment. If employee don't feel the company is "going anywhere", this kind of security problem can manifest as poor motivation and they are definitely not committed.

The study focus to analyze the perception of different department employees in Internet service sector of Nepal about the commitment factors and how it relates to leadership styles.

The following study's issues were determined based on the identified problems:

- i. What is the current status of leadership style and employee commitment in private ISP?
- ii. Is there any relationship between leadership style and employee commitment in private ISP?
- iii. Does leadership style affect employee commitment in private ISP?

1.3 Objective of the Study

Based on the path-goal leadership theory, the major objective was to explore the impact of leadership styles on employee commitment at an ISP in Nepal, keeping in mind the problem statement, issues, and significance and the objectives were as follows:

- i. To identify the current status of leadership style and employee commitment in private ISP.
- ii. To examine the relationship between leadership style and employee commitment in private ISP.
- iii. To analyze the impact of leadership style on employee commitment in private ISP.

1.4. Hypotheses

To study more about the impact of leadership style on employee commitment. Based on the study's goal and a review of theoretical and empirical literature, the following hypothesis was proposed. As a result, the findings of the literature research were used to set expectations for the relationships between the two variables (independent and dependent variable). As a response, the following hypotheses were developed based on theoretical and literature reviews.

H1: There is a positive relationship between directive leadership style and employee commitment.

H2: There is a positive relationship between supportive leadership style and employee commitment.

H3: There is a positive relationship between participative leadership style and employee commitment.

H4: There is a positive relationship between achievement oriented leadership style and employee commitment.

1.5 Limitations of the study

Every study has its own set of limitations. There are also some limitations to this research.

- i. The study relied entirely on primary data.
- ii. The sample size may not be large enough to generalize the results.
- iii. The responses were collected using a cross-sectional survey technique. It's possible that a single snapshot study won't be enough to capture all of the perceptual factors. As a result, a longitudinal study would be preferable.
- iv. Numerical data representations are insufficient to provide responses to the queries. As a result, seeing actual employee style may have an impact on the pattern of findings.
- v. The sample size of ISP employees was very limited, with only 217 people responding to the survey. It's possible that it's not representative of the entire population.
- vi. The data was primary in nature, and it was gathered by a questionnaire, with respondents supposed to be representative of the entire population.

CHAPTER-2

LITERATURE REVIEW

A literature review is a comprehensive summary and evaluation of existing research and scholarly articles relevant to a particular topic or field of study. It serves as the foundation upon which new research is built and helps researchers identify gaps or areas for further investigation. As stated by Smith (2024), a literature review involves synthesizing key findings from various sources to gain a comprehensive understanding of the topic. It not only provides context and background for the research but also helps researchers identify trends, contradictions, and unanswered questions in the literature. In essence, a literature review is essential for establishing the significance of a research project and guiding its direction by building upon existing knowledge and addressing existing gaps (Smith, 2024). In this literature review, we are going to cover the theoretical background, empirical evidence, and research gaps in our study.

2.1 Theoretical Review

Leadership styles are critical determinants of employee commitment within organizations, exerting a profound impact on organizational culture, employee engagement, and overall performance. Leadership, as defined by Northouse (2020), involves the ability to influence and guide individuals or groups toward achieving common goals. Different leadership styles, as articulated by Robbins and Judge (2019), encompass a spectrum of approaches that leaders employ to interact with their teams.

2.1.1 Path Goal Theory

Path-Goal Theory, developed by Robert House, posits that the primary function of a leader is to clear the path towards subordinates' goals by removing obstacles and providing necessary support and direction. The theory identifies four leadership behaviors—directive, participative, supportive, and achievement-oriented—each tailored to enhance subordinate motivation, satisfaction, and performance based on specific situational contingencies and follower characteristics. Directive leadership provides clear instructions and reduces ambiguity, participative leadership involves subordinates in decision-making, supportive leadership focuses on subordinate well-being, and achievement-oriented leadership sets challenging goals

2.1.1.1 Directive Leadership Style

Directive leadership begins as a significant component, characterized by explicit directives and task marking out to guide team operations. This style highlights the leader's authority and control in decision-making, as stated by Gupta and Sharma (2019), who emphasize the pivotal role of directive leaders in steering team efforts towards achieving organizational objectives. Directive leadership proves particularly beneficial in situations necessitating immediate action or when employees lack clarity regarding their roles and responsibilities, as noted by Robbins and Judge (2019). The clear instructions and task assignments provided by directive leaders offer a structured framework for work execution, thereby enhancing efficiency and effectiveness within the team. Johnson and Smith (2023) further underscore the importance of directive leadership in providing structure and guidance, ultimately contributing to improved employee performance and commitment. By clearly communicating expectations and procedures, directive leaders foster a sense of certainty and confidence among team members, which positively impacts their motivation and dedication to organizational goals.

Moreover, directive leadership plays a crucial role in fostering accountability and ensuring alignment with organizational objectives. By setting clear expectations and monitoring progress, leaders can identify and address any deviations from desired outcomes, thereby promoting accountability and maintaining focus on strategic priorities. Directive leadership emerges as a fundamental aspect of leadership theory, offering insights into how leaders influence organizational dynamics and employee behavior through structured and directive approaches. It provides a framework for understanding the interplay between leadership style, organizational context, and employee outcomes, highlighting the importance of effective leadership in driving organizational success.

2.1.1.2 Supportive Leadership Style

Supportive leadership involves providing encouragement, support, and assistance to team members to help them achieve their goals and develop their skills. Leaders who adopt this style focus on building positive relationships, offering guidance, and creating a supportive environment where individuals feel valued and motivated to perform at their best. It involves building trust and rapport by demonstrating empathy and respect, actively listening to employees' concerns, and offering emotional support when needed. Supportive leaders also

offer guidance and mentorship to help employees develop their skills, provide constructive feedback, and empower them to make decisions autonomously. They cultivate a culture of collaboration, open communication, and mutual respect within the team or organization. Additionally, supportive leaders recognize and appreciate the contributions of their team members, celebrating successes and creating opportunities for recognition and reward. Research, such as the meta-analysis conducted by Suh, Tesluk, and Yun (2018), has shown that supportive leadership is associated with positive outcomes such as increased job performance, reduced turnover intention, and lower levels of stress among employees. This leadership approach is essential for promoting employee well-being, motivation, and productivity in various organizational contexts.

In addition to relational aspects, supportive leaders serve as mentors and guides, offering direction and feedback to facilitate skill development and goal attainment. They empower employees by delegating responsibilities and granting autonomy, fostering a sense of ownership and accountability. Furthermore, they champion a culture of collaboration and open communication, where ideas are freely exchanged, and diverse perspectives are welcomed. Recognition of employees' contributions lies at the heart of supportive leadership. Leaders celebrate successes, acknowledge achievements, and provide opportunities for growth and advancement. By affirming individuals' efforts, they instill a sense of pride and motivation, reinforcing desired behaviors and fostering a positive organizational climate. Recent research underscores the significance of supportive leadership in driving organizational outcomes. A study by Zhang, Waldman, Han, and Li (2022) in the *Journal of Organizational Behavior* found that leaders' supportive behavior positively influences employees' job satisfaction, organizational commitment, and overall performance. This highlights the enduring relevance of supportive leadership in today's dynamic work environments, where employee engagement and well-being are paramount for sustained success.

In essence, supportive leadership represents a holistic approach to leading and managing people, characterized by empathy, guidance, empowerment, and recognition. By embracing this leadership style, organizations can cultivate a culture of trust, collaboration, and excellence, propelling both individual and collective achievement.

2.1.1.3 Participative Leadership style

It has been observed that commitment manifests itself in distinct style (Bell & Mjoli, 2014) such as the willingness for people to devote time and energy to fulfil their job, expressions of positive feelings toward an entity or individual, and the conscious decision to make commitments, and then thoughtfully carry out the actions required to fulfil them (Alkhatani, 2016). Because commitment requires an investment of time as well as mental and emotional energy, most people make them with the expectation of reciprocation with something of value. Our study seeks to establish how leadership style is a component of value and whether the different styles hold similar or dissimilar value in eliciting commitment (Lok & Crawford, 2004) from employees in the INTERNET SERVICE BUSINESS (Bakuwa, Chasimpha, & Masamba, 2013). Does the reciprocal value, if any, of different leadership style have a positive or negative effect on employee commitment?

In this literature review the reference point for the leadership styles or style is the path goal theory which offers a set of defined approaches on how leadership styles are exhibited. This theory which was first proposed by Martin (1970) deriving from Vroom's expectancy theory, and then further developed by House (1971), tends to go beyond the contemporary definitions of transformational and transactional styles to offer specific styleal style options that are exhibited in the process of leadership. This theory proposes four leadership styles that a leader can adopt in their engagement with followers including; supportive leadership which shows concern for followers wellbeing and personal needs; directive leadership style which involves telling followers exactly what they are meant to do with little room for negotiation; participative leadership styles which allows consultation with followers about their decisions; and, achievement oriented.

Leadership styles which involves setting clear and challenging goals for subordinates (Daft, 2008). Leaders should therefore have the ability to critically diagnose the organizational environment, determine contingent situational factors and subsequently make sound decisions in leading the organization towards success (Clinebell et al., 2013). The focus of this study was on the impact of leadership styles on employee commitment in Internet service provider. The investigation on what leadership styles manifest in ISP and the effects they have on employee commitment was based on the four styles proposed by path-goal leadership theory.

The complex nature of projects in ISP required the adoption of flexible leadership styles that enhanced the commitment of the employees in often stressful environments (Famakin & Abisuga, 2016). Path-goal leadership was built on goal setting and expectancy theory (Polston-Murdoch, 2013) and attempts to reconcile the relationship and discrepancies that exist between the task and person orientation of the leader in regards to the satisfaction and performance of the employee (Northouse, 2015). It has therefore been considered as the most comprehensive contingency theory (Robbins, 2005). Unlike other forms of leadership approach, path-goal theory seeks to specify the leadership style that fits the employee and work environment through enhancing employee commitment to productivity in the organization (Northouse, 2015).

In this literature review, the study sought to highlight previous research that has linked leadership style to employee commitment in varied sectors by reviewing studies that interrogate several outcome variables or measures of commitment such as employee turnover, goal achievement, adherence to rules and regulations and innovation among others.

2.1.1.4 Achievement Oriented Leadership Style

Leaders who have a relatively high desire for achievement exhibiting a desire for the successful completion of tasks, attaining excellent quality standards, and developing new and better ways of doing things (Kirkpatrick & Locke, 1991). This kind of leader not only seeks to gain technical expertise but also has adheres to strict follow through with tasks and duties assigned to subordinates. According to House (1975), the achievement-oriented leader "set challenging goals, expected subordinates to perform at their highest level, continuously sought improvement in performance, and showed a high degree of confidence that the subordinates would assume responsibility, put forth effort, and accomplish challenging goals. This kind of leader constantly emphasized excellence in performance and simultaneously displayed confidence that subordinates would meet high standards of excellence" (p.3). The demonstration of confidence distinguishes an achievement orientation from a directive one, as the directive leader leans more towards a lack of trust (Clinebell, Skudiene, Trijonyte, & Reardon, 2013), that subordinates may not have the level of self-leadership required for execution. Excellent quality standards and excellence of execution can be evidence of commitment to the organization (Clinebell, Skudiene, Trijonyte, & Reardon, 2013). In such a

case, employee who are keen to commit to quality standards also prefer to have leaders who pay attention to the achievement of tasks, matching their own work value style, enhancing their sense of duty and high interest in results (Limsila & Ogunlana, 2008).

Achievement oriented leaders put stress on quality outputs from their subordinates and hence set challenging goals for them. High quality outputs and excellence of execution can be evidence of commitment to the organization. Limsila and Ogunlana (2008) conducted a study in Thailand in which they found that Thai workers desired to have leaders who pay attention to subordinates' needs for achievement. This encourages normative commitment where employees feel that their own need for achievement and responsibility is enhanced by the leadership style. The study by Famakin and Abisuga (2016) found that employees in the construction industry want to continue to work with a leader whose performance attributes coincide with their personal goals. Lumbasi, K'Aol and Ouma (2016) established in their study on senior managers of the Company of the Year Award (COYA) winning companies in Kenya that the effect of achievement - oriented leadership style on the attainment of outcomes, was vastly influenced by a combination of the achievement-oriented style of leadership where there's also a reward system for those who attain the given goals, and where employees design their own strategies for attaining those goals. This study investigated whether in the absence of reward related to performance and restrictive delivery parameters, that achievement-oriented leadership elicited the commitment of employees to apply their best efforts to the organization in the ISP sector.

Employees may commit to continuously developing their capabilities to offer the best service to the organization, even investing their own resources. Achievement-oriented leadership expects continuous improvement in employee skills for better results (Lam, O'Donnell & Robertson, 2015). However, little evidence exists on the relationship between achievement-oriented leadership and employee commitment to continuous improvement. It is established that employees expect leaders to support their growth by being coaches or mentors, prioritizing subordinates' needs, and encouraging them to envision attractive future states (Alkhatani, 2016). Famakin and Abisuga (2016) found that continuance commitment is positively associated with achievement-oriented leadership in the construction industry, while supportive leadership is negatively associated with it. This suggests that achievement-oriented leadership

predicts retention, a hypothesis this study examined within the ISP sector, particularly in the private sector.

In a Malaysian public university, Soha et al. (2016) found that achievement-oriented leadership was less significant for employee commitment than supportive leadership. To match employees' commitment with the continuous improvement needs of achievement-oriented leaders, mechanisms addressing employee well-being are necessary. The ISP sector aims to support employee well-being under the "duty of care" principle (Cripe, 2016). However, ISP work often involves exposure to extreme human suffering, which can harm employee well-being. This study seeks to determine whether achievement-oriented leaders can elicit the necessary commitment to goals and foster creativity and innovation in such challenging conditions.

2.1.1.5 Employee Commitment

Employee commitment is a multifaceted concept crucial for organizational success, encompassing the dedication and loyalty demonstrated by individuals towards their work and the organization as a whole (Meyer & Allen, 1991). According to Meyer and Allen (1991), employee commitment comprises three dimensions: affective, continuance, and normative commitment.

Affective commitment reflects an employee's emotional attachment to their organization, characterized by a strong sense of identification and involvement (Meyer & Allen, 1991). Employees with high levels of affective commitment are more likely to go above and beyond their job requirements and demonstrate a willingness to exert extra effort to contribute to the organization's goals (Meyer & Allen, 1991). Continuance commitment, on the other hand, is driven by perceived costs associated with leaving the organization rather than a genuine desire to stay (Meyer & Allen, 1991). Employees with continuance commitment may feel obligated to remain due to factors such as financial investment or limited alternative job opportunities (Meyer & Allen, 1991). Normative commitment refers to a sense of obligation or duty to remain with the organization due to moral or ethical reasons (Meyer & Allen, 1991). Employees with normative commitment may stay because they believe it is the right thing to do, aligning with their personal values and beliefs (Meyer & Allen, 1991).

In summary, employee commitment encompasses the emotional attachment, perceived costs, and sense of obligation individuals feel towards their organization, influencing their willingness to exert effort and remain with the organization. Understanding these dimensions of commitment is essential for fostering a motivated and engaged workforce conducive to organizational success.

2.2 Empirical Review

An extensive review of existing research was conducted to extract valuable insights. The focus was on understanding the objectives pursued by previous studies, their methodologies, and the key findings they uncovered. This information was meticulously compiled into a structured table, serving as a roadmap to inform and guide future research endeavors.

Table 2.1
Empirical Review

Authors	Objectives	Methodology	Findings
Adıgüzel et al. (2020)	To investigate the impact of organizational communication and participative leadership on organizational commitment and job satisfaction within organizations.	Three hundred and thirty-four samples were collected. Mediation effect analysis, factor analysis, confirmatory tetrad analysis, and correlation analysis were conducted.	After analysis, the conclusion is that organizational communication and participative leadership within organizations positively influence both organizational commitment and job satisfaction.

Shastri et al. (2010)	To investigate the relationship between leadership styles and employees' commitment within the Lagos State Civil Service Commission.	Ninety-seven samples were gathered, and subsequent statistical analysis was conducted, encompassing correlation coefficients, variance inflation factors, and canonical analysis.	There is a positive correlation between transformational leadership and employee commitment, while transactional leadership exhibits a minor negative correlation. Laissez-faire leadership, on the other hand, shows a slight positive correlation with employee commitment.
Shastri et al. (2010)	To examine the relationship between charismatic leadership and organizational commitment in Indian organizations.	One hundred forty-seven samples were collected. Pearson correlations, multiple regression analysis used for the calculation.	Charismatic leadership and job satisfaction is found to exert the strongest effect on organizational commitment of the employees.
Garg and Ramjee(2013)	To analyse the effect of leadership style on work-related attitudes (such as employee commitment) in order to develop a leadership style that will encourage organisational commitment.	One hundred and ninety-seven samples were collected. Correlation analysis, as well as two-tailed Pearson analysis, was conducted.	This study suggest that leadership styles do play important roles in determining levels of affective commitment, continuance commitment and normative commitment.

Dosunmu(2011)	To analyze leadership styles within the Nigerian Bottling Company, assessing their impact on employee commitment and attitudes toward job satisfaction.	Sixty-nine samples were gathered and subjected to a simple percentage analysis.	High producing departments in an organization are those managed through consultative and participative leadership style.
Khan et al. (2012)	To determine the connection between leadership styles and employee commitment, focusing on customer service representatives (CSRs). Also to investigate how leadership styles impact employee commitment and organizational performance.	Two hundred forty-five samples were collected, and factor analysis, simple correlation, and regression tests were conducted.	The research indicates that employee's organization commitment strongly mediated the process of impact of leadership style on the organization performance.
Mutmainnah et al. (2022)	To test the effect of directive leadership and continuance commitment on innovative work behavior while also explaining the mediating role of continuance commitment and the effect of directive leadership on innovative work behavior.	One hundred and twenty samples were collected. Fornell-Larcker Criterion, Coefficient of Determination, reliability, and validity tests were performed.	Directive leadership has a positive and significant impact on continuance commitment, and continuance commitment has a positive and significant influence on innovative work behavior.

Al-Daibat (2017)	To assess leadership styles and organizational commitment levels among workers in Jordanian banks. Additionally, it seeks to explore the influence of leadership styles on organizational commitment from the workers' perspective.	Three hundred and ninety samples were gathered, and analyses including means and standard deviations, hypothesis testing, and multiple linear regression were conducted.	Transformational leadership had the strongest influence on organizational commitment among the leadership styles examined.
Mações and Román-Portas (2022)	To empirically analyze the interrelationships among organizational communication, leadership, and employee commitment, in terms of organizational change.	Three hundred and thirty-five samples were collected, followed by Principal Components Analysis, exploration of Composite variables, and confirmatory factor analysis. Subsequently, an analysis of the structural model was conducted.	Organizational communication positively and significantly affected leadership and employee commitment and was positively related to organizational change.
Dolatabadi and Safa (2011)	To investigation the Effect of directive and participative leadership styles on employees' role clarity, shared customer oriented values and employees' commitment to service quality (ECSQ) in banking industry in Iran.	One hundred and ninety-seven samples were gathered, followed by the assessment of reliability using Cronbach's alpha and Confirmatory Factor Analysis.	Directive leadership style has negative influences on employees' commitment to quality of offered services to customers.

Sakti et al. (2024)	To determine how much influence Leadership Style, Job Stress, and Job Satisfaction have on Employee Turnover Intention	Forty-two samples were collected. Hypothesis testing was done through the bootstrapping method.	The leadership style and work stress exhibit a positive impact, while job satisfaction demonstrates a negative and significant influence on employees' turnover intention.
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From Table 2.1 in the study, Adigüzel et al. (2020) investigated how organizational communication and participative leadership influenced organizational commitment and job satisfaction. Analyzing data from 334 participants, they conducted mediation effect, factor, confirmatory tetrad, and correlation analyses. Results indicated a positive impact of both communication and participative leadership on organizational commitment and job satisfaction, emphasizing the importance of effective communication and employee involvement for organizational success.

The study by Abasilim et al. (2019) examined the relationship between leadership styles and employees' commitment within the Lagos State Civil Service Commission. Ninety-seven samples were gathered for analysis, and statistical techniques including correlation coefficients, variance inflation factors, and canonical analysis were applied. The findings revealed a positive correlation between transformational leadership and employee commitment. Conversely, transactional leadership displayed a minor negative correlation, while laissez-faire leadership exhibited a slight positive correlation with employee commitment.

In the study conducted by Shastri et al. (2010), the aim was to enhance comprehension of the link between charismatic leadership and organizational commitment within Indian organizations. Using a sample size of 147, the researchers employed Pearson correlations and multiple regression analysis for their analysis. The findings revealed that charismatic leadership and job satisfaction exhibited the most significant impact on employees' organizational commitment.

The study by Garg and Ramjee (2013) aimed to determine the relationship between leadership styles and work-related attitudes, particularly focusing on employee commitment. Using a sample size of 197, the researchers conducted correlation analysis and two-tailed Pearson analysis to analyze the data. Their findings indicated that leadership styles indeed played crucial roles in influencing levels of affective commitment, continuance commitment, and normative commitment within organizations. This study contributed valuable insights to our understanding of leadership's impact on organizational commitment, informing our thesis's research objectives and providing a basis for further investigation into effective leadership strategies.

In the study conducted by Dosunmu (2011), the objective was to examine the various leadership styles prevalent within the Nigerian Bottling Company and their subsequent influence on employee commitment and attitudes toward job satisfaction. Methodologically, Dosunmu collected data from a sample size of sixty-nine individuals, employing a straightforward percentage analysis approach to analyze the gathered information. The findings of this study revealed a noteworthy association between leadership styles and organizational performance. Specifically, it was observed that departments exhibiting high levels of productivity were typically managed under consultative and participative leadership styles. This suggested a correlation between leadership approaches characterized by collaboration and consultation with employees and enhanced organizational effectiveness, as evidenced by heightened productivity levels. This empirical investigation conducted by Dosunmu (2011) contributed valuable insights to the broader discourse on leadership dynamics within organizational settings, particularly within the context of the Nigerian Bottling Company. By elucidating the impact of leadership styles on employee commitment and job satisfaction, this study underscored the importance of adopting participative and consultative leadership approaches to foster a conducive work environment for organizational success.

The study conducted by Khan et al. (2012) aimed to unravel the intricate relationship between leadership styles and employee commitment, with a specific focus on customer service representatives (CSRs). Their inquiry extended further to investigate how diverse leadership approaches impacted not only employee commitment but also the overall performance of the organization. Employing a robust methodology, the researchers collected data from 245

samples and subjected it to thorough analysis, including factor analysis, simple correlation, and regression tests. Through their meticulous investigation, Khan et al. (2012) unearthed insightful findings that shed light on the dynamics within organizational settings. Of particular significance was the revelation that employee commitment served as a crucial mediator in the complex interplay between leadership style and organizational performance. This discovery underscored the pivotal role played by employee commitment as a conduit through which leadership effectiveness translated into tangible organizational outcomes. In the context of our thesis, the findings of Khan et al. (2012) served as a cornerstone, providing a robust framework for understanding the intricate connections between leadership styles, employee commitment, and organizational performance. As we embark on our own research journey, these insights serve as guiding beacons, informing our exploration of similar phenomena within our chosen organizational context and enriching the scholarly discourse surrounding leadership dynamics and organizational effectiveness.

In the investigation conducted by Mutmainnah et al. (2022), the primary objective was to empirically examine the influence of directive leadership and continuance commitment on innovative work behavior. Moreover, the study sought to elucidate the mediating role of continuance commitment in the relationship between directive leadership and innovative work behavior. Methodologically, the researchers collected data from a sample comprising 120 participants. The analysis involved the application of rigorous statistical techniques including the Fornell-Larcker Criterion, Coefficient of Determination, as well as tests for reliability and validity. The findings of the study revealed compelling insights. Notably, it was observed that directive leadership exhibited a favorable and statistically significant impact on continuance commitment. Furthermore, continuance commitment was found to exert a positive and significant influence on innovative work behavior. These findings underscored the intricate interplay between leadership styles, organizational commitment, and innovative behavior within the workplace context. In summary, the empirical investigation conducted by Mutmainnah et al. (2022) contributed valuable insights to the scholarly discourse on leadership and organizational behavior. By shedding light on the mechanisms underlying innovative work behavior, the study enriched our understanding of the dynamic interrelationships within organizational settings.

In the study by Al-Daibat (2017), the objective was to identify leadership styles and organizational commitment levels within Jordanian banks, while also investigating the impact of leadership styles on organizational commitment from the perspective of workers. A sample size of 390 participants was collected for analysis, employing statistical methods such as means and standard deviations, hypothesis testing, and multiple linear regression. The findings revealed that transformational leadership exhibited the most significant influence on organizational commitment compared to other leadership styles under examination.

In the study conducted by Maçães and Román-Portas (2022), the objective was to empirically analyze the interrelationships among organizational communication, leadership, employee commitment, and organizational change. The methodology involved the collection of 335 samples, followed by Principal Components Analysis, exploration of Composite variables, and confirmatory factor analysis. Subsequently, an analysis of the structural model was conducted to elucidate the intricate dynamics among the variables under scrutiny. The findings of this study revealed compelling insights into the nexus between organizational communication, leadership, employee commitment, and organizational change. It was observed that organizational communication exerted a significant and positive influence on both leadership and employee commitment. Furthermore, a positive correlation was established between organizational communication and organizational change, highlighting its pivotal role in facilitating adaptive responses within organizational contexts. This study contributed valuable empirical evidence to the body of knowledge concerning organizational dynamics, shedding light on the mechanisms through which effective communication practices and leadership behaviors engendered employee commitment and drove organizational change initiatives. Such insights are instrumental in informing organizational strategies aimed at fostering a conducive environment for growth, innovation, and sustainable development.

In this empirical review conducted by Dolatabadi and Safa (2011), the objective was to investigate the impact of directive and participative leadership styles on various facets of employee performance and commitment within the banking industry in Iran. The study aimed to assess the effects of these leadership styles on employees' role clarity, shared customer-oriented values, and their commitment to service quality (ECSQ). To achieve this objective, a sample size of 197 participants was gathered, and rigorous statistical analyses were employed

to evaluate the reliability of the data. Specifically, Cronbach's alpha and Confirmatory Factor Analysis (CFA) were utilized to ensure the robustness and validity of the research findings. The findings of the study revealed a significant negative influence of directive leadership style on employees' commitment to the quality of services provided to customers. This suggested that within the context of the banking industry in Iran, a directive leadership approach may undermine employees' dedication to maintaining high service standards. Overall, the empirical review highlighted the importance of considering different leadership styles and their implications for employee performance and commitment within specific organizational contexts. The findings from this study contributed valuable insights to the existing body of knowledge, informing future research endeavors and managerial practices aimed at enhancing employee engagement and service quality in the banking sector.

In this study conducted by Sakti et al. (2024), the objective was to ascertain the extent to which leadership style, job stress, and job satisfaction influenced employee turnover intention. A total of 42 samples were collected for analysis. Hypothesis testing was conducted utilizing the bootstrapping method. The findings revealed that both leadership style and work stress exerted a positive impact on turnover intention among employees. Conversely, job satisfaction exhibited a negative and statistically significant influence on employees' turnover intention, suggesting that higher levels of job satisfaction were associated with lower turnover intention rates.

2.3 Research Gap

Identifying and addressing research gaps is essential for advancing scholarly knowledge and understanding within a particular field. In the context of this study, despite the existing literature on employee commitment, there remains a notable research gap regarding its specific manifestations and determinants within the Nepalese organizational context. While numerous studies have explored employee commitment in Western contexts, limited research has delved into its nuances within the unique cultural, economic, and organizational landscape of Nepal. Furthermore, existing research predominantly focuses on the broader dimensions of employee commitment, such as affective, continuance, and normative commitment, without sufficiently addressing the contextual factors that may influence these dimensions in Nepalese organizations. Factors such as cultural values, societal norms, and organizational practices may

significantly impact employee commitment levels but have been relatively overlooked in the literature.

Therefore, this study aims to bridge this research gap by conducting an in-depth exploration of employee commitment within Nepalese organizations. By examining the specific determinants and manifestations of commitment in this context, this research seeks to contribute to the existing body of knowledge and provide valuable insights for practitioners and scholars alike.

CHAPTER-3

RESEARCH METHODOLOGY

This chapter outlines the research methodology aimed at investigating the impact of leadership styles on employee commitment within internet service provider in Nepal. The internet service provider (ISP) primarily comprises private and public sectors. The research methodology functions as a roadmap, directing the structure of the study, methods of data collection, analysis techniques, and ultimately, the interpretation of findings to address the research questions.

3.1 Research Design

This study adopted a descriptive and causal research design. The descriptive component aimed to gather information and data on the various leadership styles prevalent within internet service providers in Nepal and their supposed impact on employee commitment. A structured questionnaire was developed to collect employee perspectives on leadership styles and their level of commitment towards the organization. The questionnaire also included inquiries about employee demographics such as age, gender, job positions, and tenure within the company. This data provided a contextual framework for understanding the relationship between leadership styles and employee commitment. The causal aspect of the research design analyzes the strength and direction of the association between the identified leadership styles and employee commitment. Statistical analysis is employed to examine the correlations and determine if specific leadership styles have a significant influence on employee commitment levels.

3.2 Population, Sample, and Sampling Design

This study focused on a target population of employees working within various ISP companies in Nepal. To gain representative insights into employee perspectives, a sample was chosen from this population. The sampling design employed predefined selection criteria to ensure the sample accurately reflected the characteristics of the target population.

Depending on the specific research objectives and any practical limitations, different sampling methods could have been used. The chosen sample ultimately provided valuable data on

employee viewpoints regarding leadership styles and their level of commitment within the Nepali ISP industry.

3.2.1 Population and Sample

In this study, data was collected from a sample of employees working in various private sector Internet Service Providers (ISPs) operating within Nepal. Table 3.1 details the distribution of respondents across the ISPs, with Vianet Communication Ltd. contributing the largest sample size ($n = 52$), followed by Dishhome Fibernet ($n = 45$), Worldlink ($n = 39$), Classic Tech ($n = 32$), Subisu ($n = 26$), and Techminds ($n = 23$). The total sample size of 217 participants' ensured adherence to the minimum recommended sample size of 200 for regression analysis (Wiley, Cooley, & Lohnes, 1971). Furthermore, the sample was diversified across age groups and job positions within the ISP companies. This included categorizing respondents by age groups to ensure representation from various career stages and life experiences. Similarly, respondents were classified by their positions within the ISPs (e.g., assistant, officer, manager) to reflect different hierarchical levels. By incorporating representation from multiple ISPs, diverse age groups, and various job positions, the study aimed to capture a broad spectrum of experiences and perspectives relevant to the research objectives. This comprehensive sampling strategy enhances the generalizability and trustworthiness of the study's findings by accounting for the varied backgrounds and roles of participants within the Nepali ISP industry.

Table 3.1
Sample collected from different ISP Companies.

S.no	ISP Company	No. of Respondents.
1	Vianet Communication	52
2	Dishhome Fibernet	45
3	Worldlink Communications	39
4	Classictech	32
5	Subisu	26
6	Techminds	23
Total		217

3.2.2 Sampling Design

To ensure representation across various organizational levels within the ISP companies, the researcher employed a convenience sampling technique, complemented by a stratified sampling approach, to select participants from the employee pool of private ISPs in Nepal. Initially, employees were categorized into different strata based on their job positions, such as Assistant, Officer, and Manager Roles within the company hierarchy.

A closed-end questionnaire served as the primary data collection instrument. This type of questionnaire offers predetermined response options for participants, including multiple-choice selections or rating scales. Specifically designed for this study, the questionnaire comprised closed-ended questions aimed at gathering data on employee views and perceptions regarding leadership behavior and performance within ISP companies. Utilizing this approach facilitated efficient data collection and analysis, enabling the researcher to gain insights into employee perspectives on leadership within the ISP industry.

3.3 Nature and Source of Data, and Instrument of Data Collection

The data for this study are gathered from primary sources. Primary data are collected through a questionnaire distributed among employees of ISP companies in Nepal, providing direct insights into their perspectives on leadership styles and its effects on employee commitment.

The questionnaire serves as the primary mechanism of data collection, systematically exploring various dimensions of employee leadership style and its relationship with commitment within the ISP industry.

3.3.1 Nature and source of Data

This research utilizes both primary data sources to thoroughly examine leadership styles in ISP companies in Nepal and their impact on employee commitment. Primary data, gathered directly from respondents through a questionnaire, delves into employees' perspectives on leadership styles and their effect on commitment. The questionnaire covers various dimensions of leadership, such as planning, goal-setting, emotional connection, achievement, and recognition.

3.3.2 Instrument of Data Collection

The main tool for gathering data in this study was the questionnaire, which is given to employees working in ISP companies. Respondents were asked to complete it, sharing their opinions and thoughts on how leadership style affects employee commitment. The questionnaire is carefully designed to address different aspects of leadership style, facilitating a thorough examination of its connection to employee commitment in the ISP sector.

3.4 Method of Analysis

The analysis methodology utilized various statistical tools, such as mean, percentage, frequency distribution, and correlation analysis, to interpret the primary data collected via a structured questionnaire (Pallant, 2001). Respondents, selected based on predetermined criteria, provided insights into leadership behavior and performance among employees within ISP companies in Nepal. The questionnaire was distributed through diverse channels, including in-person, email, and online platforms. Subsequently, the collected data were systematically coded and analyzed using statistical software like Smart PLS4 and Microsoft Excel. Internal reliability assessment involved Cronbach's alpha, Average Variance Extracted (AVE), and composite reliability, while collinearity and validation were conducted using Smart PLS4 (Hair et al., 2020). Discriminant validity was ensured through methods such as Fornell Larcker, Heterotrait-Monotrait Ratio, and Cross Loading (Gold et al., 2001; Henseler et al., 2014). Correlation analysis investigated the impact of leadership style on employee commitment, followed by constructing a structural model through path analysis using Smart PLS, alongside SPSS for data analysis. Visual representation of findings, such as tables and charts, enhanced the clarity and interpretation of results, thus contributing to the rigor and credibility of the research.

3.5 Research Framework and Definition of Variables

This study concentrates on examining the relationship between employee leadership styles and commitment within various ISP companies in Nepal, employing a qualitative research approach. The choice of qualitative methodology is deliberate, given the nature of variables involved that cannot be easily quantified. Data collection relies on closed-ended questions, providing respondents with predefined options or categories to select from. While closed-

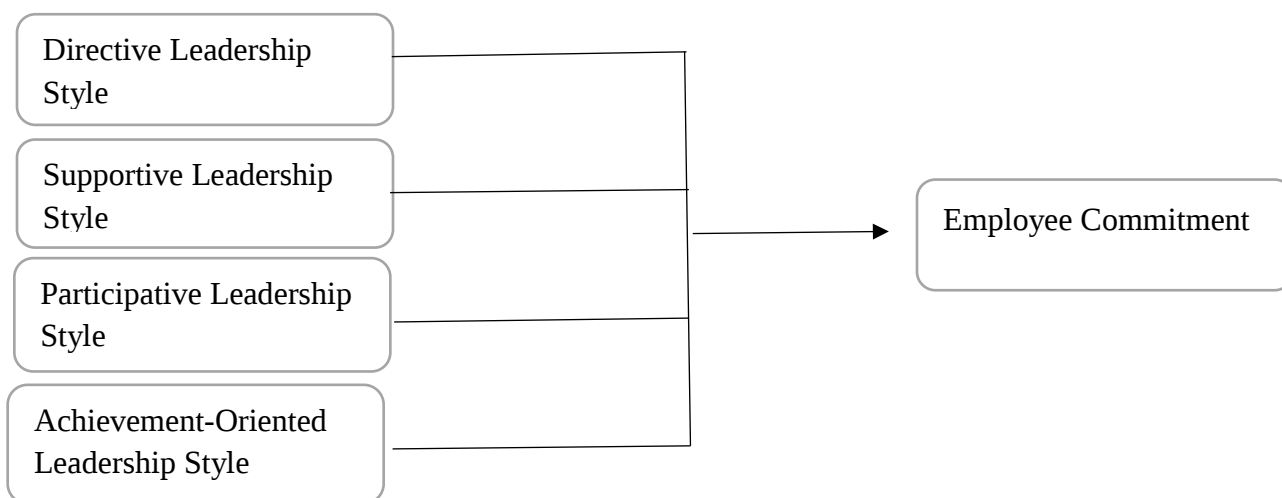
ended questions facilitate structured and measurable data collection, they may restrict the depth of responses compared to open-ended ones. Nevertheless, the use of closed-ended questions aims to simplify the interpretation and analysis of diverse leadership styles and their impact on employee commitment within Nepal's ISP industry.

Figure 3.1

Research Framework

Independent Variables

Dependent Variables



Source: Githuka (2017)

In Figure 3.1, the relationship between the independent variables (leadership styles) and the dependent variable (employee commitments) is visually depicted by arrows. These arrows serve to illustrate the direction of influence between the variables. In this scenario, the arrows likely signify the effect of each specific leadership style on employee commitment.

The independent variables include four distinct leadership styles: directive, supportive, participative, and achievement-oriented. The directive leadership style involves leaders giving specific directions and closely supervising employees to ensure tasks are performed as instructed. The supportive leadership style emphasizes creating a friendly and caring work environment, where leaders show concern for employees' well-being and foster positive relationships. The participative leadership style involves leaders engaging employees in decision-making processes, promoting collaboration and shared decision-making. Lastly, the achievement-oriented leadership style focuses on setting challenging goals, expecting high

performance, and motivating employees to reach high standards. The dependent variable in this study is employee commitment, which measures the degree to which employees are dedicated to their organization, willing to exert effort on its behalf, and intend to remain with the organization. This encompasses emotional attachment, awareness of the costs of leaving, and a sense of obligation to stay. By examining how these leadership styles impact employee commitment, the study aims to understand the dynamics within private ISP companies in Nepal.

CHAPTER-4

RESULT AND DISCUSSION

This chapter offers a systematic exploration, analysis, and interpretation of primary data concerning the influence of leadership styles on employee commitment within Nepalese Internet Service Provider (ISP) companies, predominantly in the private sector. The goal is to study and explain the data collected during the study and unveil the discoveries derived from the questionnaire survey. The study principally concentrates on examining data obtained directly from respondents, encompassing both qualitative and quantitative facets. This segment unveils the findings of a questionnaire survey conducted among employees from various departments within Nepalese Internet Service Provider (ISP) companies. The questionnaire survey aimed to capture respondents' viewpoints regarding the impact of leadership style on employee commitment in Nepalese ISP companies. The questionnaire comprised inquiries rated on a Likert scale, empowering respondents to articulate their perspectives on diverse aspects related to leadership style. In the ensuing sections, the demographics of the respondents and their individual responses are outlined. To dissect the data, percentages, frequencies, mean values, and weighted average mean values were computed. These calculations aid in comprehending the primary trends and perceptions of respondents regarding leadership style and its consequences on employee commitment.

4.2 Demographic Characteristics of the Respondents

The demographic characteristics of the respondents in this study encompass a diverse range of factors including their organization affiliation, department, gender, years of experience, position, and age. The organizations represented include Subisu, Techminds, Classictechh, DH Fibernet, Vianet, and Worldlink, spanning various sectors. Within these organizations, respondents represent from departments such as Sales & Marketing, Human Resource, Account, Operation, Customer Service, and Software, reflecting the range of functional areas surveyed. Gender distribution includes both male and female respondents, ensuring a comprehensive representation. Years of experience range from below 1 year to more than 5 years, capturing individuals at different stages of their professional journey. Positions held by respondents encompass a spectrum from Assistant to Manager, with a category for other roles,

providing insights into the hierarchical distribution within organizations. Finally, age segments range from under 25 to over 55, offering a comprehensive view of the age demographics within the surveyed population. This multidimensional approach to demographic profiling ensures a comprehensive understanding of the respondent pool, facilitating detailed analysis and understanding of different aspects of organizational behavior.

Table 4.1

Demographic Characteristics of the Respondents (Organization)

ORG	Frequency	Percent
Subisu	26	12%
Techminds	23	10.6%
Classictech	32	14.7%
DH Fibernet	45	20.7%
Vianet	52	24%
Worldlink	39	18%
Total	217	100%

The demographic analysis of the respondents' characteristics in the survey provides a comprehensive overview of the workforce composition across various dimensions. Among the surveyed organizations, Vianet established the largest proportion with 52 respondents, accounting for 24% of the total sample, followed by DH Fibernet with 45 respondents, comprising 20.7%. Classictech and Worldlink represented 14.7% and 18% of the respondents, respectively, with 32 and 39 individuals. Subisu and Techminds constituted 12% and 10.6% of the sample, with 26 and 23 respondents, respectively. These findings underscore the diversity in organizational representation within the study, reflecting varying levels of participation and engagement across the ISP sector.

Table 4.1.1

Department

DEPT	Frequency	Percent
Sales & Marketing	72	33.2%
Human Resource	41	18.9%
Account	16	7.4%
Operation	50	23%
Customer Service	29	13.4%
Software	9	4.1%
Total	217	100%

The survey tells that Sales & Marketing has the highest representation, comprising 72 respondents or 33.2% of the total sample, followed closely by the Operations department with 50 respondents (23%). Human Resource, Account, and Customer Service departments make up 18.9%, 7.4%, and 13.4% respectively, indicating their substantial presence within the surveyed population. Additionally, the Software department, while smaller, still holds significance, with 9 respondents representing 4.1% of the total.

Table 4.1.2

Gender

Gender	Frequency	Percent
Male	146	67.3%
Female	71	32.7%
Total	217	100%

Among the sample, 146 individuals identify as male, constituting approximately 67.3% of the total, while 71 individuals identify as female, accounting for 32.7%. This data underscores a significant numerical majority of males within the sample population.

Table 4.1.3

Year of Experience

YOE	Frequency	Percent
Below 1 year	56	25.8%
1-2 years	80	36.9%
3-5 years	54	24.9%
More than 5 years	27	12.4%
Total	217	100%

Year of Experience (YOE) tells a distribution among individuals surveyed, with four categories delineated: Below 1 year, 1-2 years, 3-5 years, and More than 5 years. Among the 217 respondents, the majority falls within the 1-2 years category, comprising 36.9% of the sample. Those with 3-5 years of experience represent 24.9% of the total, while individuals with less than a year of experience account for 25.8%. Notably, the smallest proportion is found in the "More than 5 years" category, constituting merely 12.4% of the respondents.

Table 4.1.4

Position

POSITION	Frequency	Percent
Assistant	82	37.8%
Officer	75	34.6%
Manager	24	11.1%
Others	36	16.6%
Total	217	100%

Among the 217 individuals surveyed, the majority, comprising 37.8%, held the position of Assistant, followed closely by Officers at 34.6%. Managers accounted for a smaller proportion, representing 11.1% of the sample. Notably, 16.6% fell under the category of 'Others.' This breakdown offers insights into the hierarchical structure or organizational composition, shedding light on the prevalence of different roles within the surveyed population.

Table 4.1.5

Age

Age	Frequency	Percent
Under 25	87	40.1%
25-35	113	52.1%
36-45	14	6.5%
46-55	2	0.9%
Over 55	1	0.5%
Total	217	100%

In terms of the age distribution observed in the surveyed data, the predominant group lies within the 25-35 age bracket, making up 52.1% of the overall sample. Additionally, individuals below 25 years old account for 40.1% of the respondents, indicating a notable presence of younger age groups. Conversely, respondents aged 36-45 constitute a smaller share at 6.5%, with those in the 46-55 and over 55 categories representing even smaller proportions, at 0.9% and 0.5%, respectively.

4.3 Descriptive statistics of Leadership Style in Nepalese ISP Companies

The descriptive statistics of Leadership Style in Nepalese ISP Companies encompass several dimensions, namely directive, participative, supportive, and achievement-oriented leadership styles, alongside employee commitment. Each dimension's assessment involves examining its mean and standard deviation within a specific context or dataset. The mean serves as a measure

of the average score or level of agreement among respondents or observations for each dimension, while the standard deviation quantifies the degree of variability or dispersion around the mean score. This comprehensive analysis helps us understand how leadership works in Nepalese ISP companies. It gives us valuable information about the different leadership styles that are common and how they affect how committed employees are to their work.

4.3.1 Directive Leadership Style

Table 4.2 outlines the mean and standard deviation of various dimensions within Directive Leadership Style (DLS). Remarkably, DLS_1, involving managers informing subordinates about tasks and procedures, demonstrates a mean score of 3.456 with a standard deviation of 1.038, indicating moderate agreement with relatively high variability. On the other hand, DLS_6, emphasizing adherence to standard regulations, yields a mean score of 4.175 and a standard deviation of 0.772, suggesting strong agreement with less variability. The overall average score for DLS is computed at 3.645 with a standard deviation of 0.831, offering a condensed view of respondents' perceptions across all dimensions. This aggregate score not only summarizes the respondents' viewpoints but also highlights the degree of variability in their responses, providing valuable insights into the prevalent leadership style and its implications within the context under scrutiny.

Table 4.2
Descriptive analysis of DLS

Code	Label	Mean	Standard deviation
DLS_1	My manager tells me what needs to be done and how it needs to be done.	3.456	1.038
DLS_2	My manager tells employees what to do without expecting employees to question him/her.	2.926	0.923
DLS_3	My manager explains the level of performance that is expected of employees.	3.677	0.790
DLS_4	My manager checks work on a regular basis to assess progress and learning	3.783	0.887
DLS_5	My manager shows that he/she has doubts about my/my colleague ability to carry out their tasks.	3.083	0.976

DLS_6	My manager asks me to follow standard rules and regulations.	4.175	0.772
DLS_7	My manager ensures that employees are aware of, and understand, organization policies and procedures.	4.171	0.610
DLS_8	My manager takes actions when rules and regulations are not followed.	3.889	0.649
Average Score of DLS		3.645	0.831

4.3.2 Supportive Leadership Style

Table 4.2.1 outlines each item, signified from SLS_1 to SLS_10, outlines specific facets of leadership interaction with employees. For instance, items like SLS_1 and SLS_4 underscore the importance of maintaining a friendly and approachable manner, with mean scores of 3.452 and 3.507 respectively, suggesting a generally positive perception of these aspects among respondents. On the contrary, items such as SLS_6 indicate that managers engage in actions fostering a satisfying group dynamic, though with a slightly lower mean score of 3.295, possibly indicating room for improvement in this aspect of leadership behavior. Overall, the aggregate mean score for Supportive Leadership Style stands at 3.557, with a standard deviation of 0.918, indicating a moderate level of consistency in perceptions across the various dimensions evaluated. This analysis provides valuable insights into the dynamics of directive leadership within the surveyed environment, shedding light on both strengths and potential areas for enhancement in leadership practices.

Table 4.2.1

Descriptive analysis of SLS

Code	Label	Mean	Standard deviation
SLS_1	My manager maintains a friendly working relationship with subordinates	3.452	0.920
SLS_2	My manager behaves in a manner that is thoughtful to employee's needs.	3.654	0.801
SLS_3	The leadership gives feedback to employee's requests in a prompt manner.	3.512	0.901
SLS_4	My manager is approachable and friendly.	3.507	1.043
SLS_5	My manager is mindful of my personal needs and takes action to support me.	3.355	0.950

SLS_6	My manager does little things that make it pleasant to be a member of the group.	3.295	0.982
SLS_7	All team members are given opportunities to attend relevant trainings and conferences	3.590	0.956
SLS_8	My team enjoys a friendly work environment.	4.240	0.704
SLS_9	Employees are equitably compensated for their work	3.553	0.852
SLS_10	My manager schedules regular individual meetings with me to discuss my work.	3.406	0.956
Average Score of SLS		3.557	0.918

4.3.3 Participative Leadership Style

The data provided in the table 4.2.2 offers insights into the Participative Leadership Style (PLS) within the context of the surveyed environment. Notably, PLS_1, PLS_2, PLS_7, and PLS_8 exhibit mean scores ranging from 3.562 to 3.654, with standard deviations ranging from 0.710 to 0.884. These dimensions indicate that, on average, respondents perceive their managers to actively engage in listening to ideas, consulting with the team when facing challenges, involving employees in scheduling work, and sharing leadership roles in meetings and projects. On the other hand, dimensions like PLS_3 and PLS_10 demonstrate slightly lower mean scores, suggesting a lesser extent of manager-employee consultation before key decisions and a relatively less accessible managerial approach, respectively. The overall score for PLS, calculated at 3.484 with a standard deviation of 0.887, offers a comprehensive view of respondents' perceptions across all ten dimensions of participative leadership. This analysis provides valuable insights into the prevailing participative leadership practices and their impact within the surveyed organizational setting.

Table 4.2.2
Descriptive analysis of PLS

Code	Label	Mean	Standard deviation
PLS_1	My manager listens receptively to subordinates ideas and suggestions.	3.562	0.884
PLS_2	My manager consults with the team when he/she is facing a problem.	3.654	0.867

PLS_3	My manager consults with employees before making key decisions.	3.088	1.139
PLS_4	All decisions made by organization leadership are shared in a timely manner with the employees	3.429	0.996
PLS_5	Managers explain to the employees the importance of their input in decision making	3.447	0.969
PLS_6	Employees are assigned into task groups to action policies or objectives affecting them.	3.502	0.859
PLS_7	My manager schedules work for employees by involving them.	3.627	0.764
PLS_8	My manager/s shares the role of leading meetings and projects with team members.	3.618	0.710
PLS_9	My manager holds regular meetings to communicate with employees as opposed to e-mail communication.	3.742	0.790
PLS_10	My manager maintains an open door policy and is easily accessible by employees.	3.415	0.866
Average Score of PLS		3.484	0.887

4.3.4 Achievement-Oriented Leadership Style

As per Table 4.2.3 it is evident that dimension AOLS_1 displays a mean score of 3.774 with a standard deviation of 0.768. This indicates that, on average, respondents perceive their managers to consistently set challenging performance goals, with relatively low variability in their responses. Conversely, dimensions AOLS_2, AOLS_3, and AOLS_8 show mean scores ranging from 3.544 to 3.705, and standard deviations ranging from 0.806 to 0.853, suggesting similar average scores but with slightly varying levels of response variability. The overall score for AOLS, calculated at 3.578 with a standard deviation of 0.877, represents the composite score across all eight dimensions, providing a summarized perspective of respondents' perceptions.

Table 4.2.3
Descriptive analysis of AOLS

Code	Label	Mean	Standard deviation
AOLS_1	My manager consistently sets goals for performance that are quite challenging.	3.774	0.768
AOLS_2	The employee goals set by the leadership are specific and clear.	3.544	0.853
AOLS_3	The goals assigned to the employees are in line with the organization strategic plan.	3.705	0.806
AOLS_4	My manager ensures that allocated goals are always accomplished within specific timelines.	3.811	0.710
AOLS_5	Employees design their own strategies for accomplishing the given goals.	3.369	0.999
AOLS_6	Employees are given constant feedback on their goal performance.	3.539	0.965
AOLS_7	There is a reward system in place for those who attain the given goals.	3.364	1.065
AOLS_8	Employees are asked to think ahead and develop longer term plans for their functions.	3.516	0.848
Average Score of AOLS		3.578	0.877

4.3.4 Employee Commitment

The analysis of employee commitment, as illustrated in the provided table 4.3, delves into various facets of organizational commitment and engagement. For instance, dimensions such as Ec_2 and Ec_3 showcase relatively high mean scores of 3.724 and 3.816, respectively, indicating that employees generally express contentment and pride in being associated with the organization, alongside a willingness to advocate for it externally. Conversely, Ec_5 portrays a lower mean score of 3.101, suggesting a moderate level of attachment wherein employees find it somewhat difficult to leave the organization despite potential desires to do so. Moreover, the overall mean score for employee commitment stands at 3.609 with a standard deviation of 0.911, reflecting a moderate level of commitment across all dimensions assessed. This comprehensive inspection provides valuable insights into the varying degrees of employee dedication and attachment within the organizational context, laying the groundwork for further exploration into factors influencing organizational loyalty and engagement.

Table 4.3
Descriptive analysis of EC

Code	Label	Mean	Standard deviation
Ec_1	I find that my values and the organizations values are very similar.	3.442	0.964
Ec_2	I am very happy being a member of this organization.	3.724	0.729
Ec_3	I enjoy talking about my organization to people outside the organization.	3.816	0.850
Ec_4	I understand how my work contributes to the organizations goals and objectives.	3.783	0.806
Ec_5	It would be very hard for me to leave my organization right now, even if I wanted to.	3.101	1.038
Ec_6	I am happy to stay in this organization because of the support I have from my manager.	3.548	0.847
Ec_7	My current position is inspiring for me.	3.521	0.931
Ec_8	Sometimes I worry about what might happen if something was to happen to this organization and I was no longer a member.	3.184	1.070
Ec_9	I believe in the value of remaining loyal to one organization.	3.719	1.016
Ec_10	I feel inspired to provide the best service to our partners and/or my colleagues.	3.880	0.777
Ec_11	I feel that I owe this organization quite a bit because of what it has done for me.	3.512	0.916
Ec_12	I am willing to put in a great deal of effort beyond that normally expected in order to help this organization be successful.	3.816	0.805
Ec_13	This organization really inspires the very best in me in the way of job performance.	3.691	0.922
Average Score of EC		3.609	0.911

4.4 Normality Test

A normality test was conducted to assess the distribution of data related to various leadership styles. Kurtosis and skewness were utilized as measures to evaluate the shape and symmetry of the distributions. The results indicate that the data for all leadership styles exhibit negative skewness, suggesting a slight left skew, meaning that the tail of the distribution extends slightly

towards the left. However, the kurtosis varies across the leadership styles, with some showing relatively low kurtosis, indicating a distribution closer to normal, while others exhibit moderate positive kurtosis, indicating a somewhat peaked distribution. Specifically, the Achievement-Oriented Leadership Style (AOLS) demonstrates a kurtosis of 0.701 and skewness of -0.791, suggesting a distribution closer to normality but with a slight left skew. Similarly, the Employee commitment (EC) shows a kurtosis of 0.829 and skewness of -0.763, also indicating a distribution closer to normal with a slight left skew. The Participative Leadership Style (PLS) exhibits a kurtosis of 0.347 and skewness of -0.732, further supporting a distribution closer to normal but with a slight left skew. On the other hand, the Democratic Leadership Style (DLS) presents a kurtosis of 1.447 and skewness of -0.980, indicating a distribution with moderate positive kurtosis and a slight left skew. These findings provide valuable insights into the distribution characteristics of the data, which are essential for the subsequent statistical analyses conducted in this study.

Table 4.4
Normality Test

	Kurtosis	Skewness
AOLS	0.701	-0.791
DLS	1.447	-0.980
EC	0.829	-0.763
PLS	0.347	-0.732
SLS	-0.230	-0.330

4.5 Collinearity Test

Addressing multicollinearity issues detected through VIF analysis is essential for ensuring the accuracy and validity of regression models (Hair et al., 2019). In our analysis into the relationship between leadership styles and employee commitment, a collinearity test was conducted to assess multicollinearity within the regression model. Multicollinearity occurs when independent variables in a regression model are highly correlated with each other, potentially inflating the variance of estimated regression coefficients. The Variance Inflation Factor (VIF) is a crucial metric used in this analysis, with higher VIF values indicating more severe multicollinearity. Addressing such multicollinearity issues detected through VIF

analysis is imperative for upholding the accuracy and validity of regression models (Hair et al., 2019).

Table 4.5
Collinearity Statistics

	Tolerance	VIF
Directive Leadership Style	0.889	1.125
Participative Leadership Style	0.490	2.039
Supportive Leadership Style	0.539	1.856
Achievement Oriented Leadership Style	0.715	1.399

As outlined in Table 4.5, each row represents a specific leadership style variable, such as Directive Leadership Style, Participative Leadership Style, Supportive Leadership Style, and Achievement-Oriented Leadership Style, while the corresponding VIF values are presented in the adjacent column. These VIF values provide insights into the extent of multicollinearity present in the model. Generally, VIF values below 5 are considered acceptable, with lower values indicating less severe multicollinearity. Upon examination of the provided collinearity statistics, it is evident that most variables exhibit VIF values well below 5, suggesting minimal multicollinearity concerns within the regression model. However, it is essential to closely monitor variables with VIF values approaching or exceeding 5, as these may necessitate further investigation and potential corrective actions to uphold the reliability and validity of the regression model.

4.6 Reliability and Validity

Reliability, denoting the consistency and accuracy of a measurement tool across various conditions and timeframes, is vital for ensuring its effectiveness. Cronbach's alpha, a widely-used method, assesses internal consistency by measuring the correlation among items in a scale. In contrast, Composite Reliability, introduced by (Henseler, Ringle, and Sarstedt in 2015), offers a modern alternative. Unlike Cronbach's alpha, it considers measurement errors and item interrelationships, providing a more comprehensive reliability assessment. Ultimately, both traditional and contemporary methods like Cronbach's alpha and Composite

Reliability contribute significantly to enhancing the trustworthiness of measurements in research and practical applications.

Table 4.6
Reliability and Validity

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
AOLS	0.679	0.685	0.805	0.509
DLS	0.607	0.623	0.790	0.557
EC	0.859	0.871	0.894	0.585
PLS	0.762	0.765	0.840	0.513
SLS	0.799	0.816	0.860	0.553

In evaluating the reliability and validity of the study variables, we conducted various statistical analyses, including Cronbach's alpha and assessments of composite reliability and average variance extracted. These tests offer valuable insights into the consistency and validity of the questionnaire items used in our research. Referring to Table 4.6, we observe that the Achievement-Oriented Leadership Style (AOLS) demonstrates a moderate level of internal consistency, as indicated by a Cronbach's alpha of 0.679. However, its composite reliability and average variance extracted surpass the recommended thresholds, suggesting that it remains reliable and valid despite the moderate Cronbach's alpha. Similarly, although the Directive Leadership Style (DLS) displays a lower Cronbach's alpha, its composite reliability and average variance extracted meet the acceptable criteria, indicating its reliability and validity. The Participative Leadership Style (PLS) exhibits a high level of internal consistency with a Cronbach's alpha of 0.762, and its composite reliability and average variance extracted further support its reliability and validity. Furthermore, both the Supportive Leadership Style (SLS) and Employee Commitment (EC) demonstrate strong internal consistency and reliability, as evidenced by their high Cronbach's alpha values, composite reliability, and average variance extracted.

These findings underscore the robustness of our questionnaire in assessing the study variables, reassuring us of the reliability and validity of our research instrument, even in cases where Cronbach's alpha values are slightly lower.

Table 4.7
Crossloading

	AOLS	DLS	EC	PLS	SLS
AOLS_2	0.741	0.234	0.363	0.305	0.314
AOLS_5	0.750	0.174	0.341	0.480	0.415
AOLS_6	0.693	0.114	0.276	0.294	0.223
AOLS_8	0.665	0.311	0.297	0.341	0.266
DLS_3	0.163	0.760	0.182	0.169	0.238
DLS_4	0.393	0.796	0.209	0.290	0.321
DLS_6	0.042	0.679	0.142	0.143	0.083
Ec_1	0.312	0.195	0.739	0.424	0.336
Ec_11	0.393	0.124	0.775	0.442	0.280
Ec_13	0.251	0.154	0.776	0.334	0.241
Ec_2	0.407	0.297	0.768	0.409	0.413
Ec_6	0.404	0.175	0.798	0.606	0.488
Ec_7	0.259	0.159	0.728	0.423	0.422
PLS_1	0.379	0.244	0.379	0.683	0.521
PLS_3	0.428	0.179	0.417	0.736	0.588
PLS_5	0.386	0.125	0.443	0.769	0.518
PLS_6	0.278	0.206	0.460	0.722	0.345
PLS_7	0.330	0.252	0.412	0.667	0.384
SLS_1	0.290	0.232	0.313	0.481	0.745
SLS_2	0.155	0.302	0.321	0.403	0.638
SLS_4	0.284	0.158	0.262	0.491	0.745
SLS_5	0.408	0.280	0.444	0.530	0.812
SLS_6	0.415	0.157	0.423	0.514	0.767

Table 4.7 presents the results of crossloading analysis. Crossloading analysis is a technique used in structural equation modeling to assess the degree to which items load onto their intended constructs versus other constructs. In this table, each row represents an item from a specific construct, while each column represents a different construct. The values in the table represent the correlations between the items and the constructs they are intended to measure. For instance, the value at the intersection of row AOLS_2 and column AOLS indicates the correlation between item AOLS_2 and the Achievement-Oriented Leadership Style construct, which is 0.741. Similarly, the value at the intersection of row Ec_1 and column DLS represents the correlation between item Ec_1 and the Directive Leadership Style construct, which is 0.195. These correlations provide insights into the extent to which each item aligns with its

intended construct and whether there are any potential issues with construct validity. By examining these crossloadings, we can refine our measurement model and ensure that each item accurately reflects its underlying construct in our research.

4.7 Discriminant Validity

According to Campbell and Fiske (1959), proving discriminant validity means showing that a test measuring one concept isn't strongly linked to tests measuring different concepts. Discriminant validity checks if concepts or measurements that shouldn't be related are actually unrelated. The Fornell and Larcker criterion is commonly used for this, but a new method called the heterotrait-monotrait (HTMT) ratio of correlations has emerged for this purpose. This article presents the results of testing discriminant validity using these methods.

Table 4.8
Fornell Larcker

Variables	AOLS	DLS	EC	PLS	SLS
AOLS	0.713				
DLS	0.294	0.746			
EC	0.452	0.242	0.765		
PLS	0.500	0.278	0.592	0.716	
SLS	0.433	0.305	0.490	0.654	0.744

The Fornell and Larcker criterion, proposed by Fornell and Larcker in 1981, is a widely utilized method for assessing discriminant validity in research studies. It involves comparing the square roots of the average variance extracted (AVE) for each construct with the correlations between constructs. If the square root of the AVE for each construct is greater than the correlation between that construct and any other construct in the model, discriminant validity is established.

The results are shown in Table 4.8, the numbers on the diagonal are how much each variables varies, and they should be bigger than the numbers off the diagonal, which show how related each variable is to the others. For example, the number for "AOLS" (Achievement-Oriented Leadership Style) is 0.713, and it's bigger than the numbers next to it for other leadership styles like "DLS" (Directive Leadership Style) or "EC" (Employee Commitment). This means that

each leadership style is different enough from the others, which is essential for the validity of our study.

Table 4.9
HTMT

	AOLS	DLS	EC	PLS
DLS	0.439			
EC	0.573	0.327		
PLS	0.696	0.397	0.707	
SLS	0.557	0.423	0.553	0.84

The Heterotrait-Monotrait (HTMT) ratio of correlations, introduced by Henseler et al. (2015), is a criterion utilized to assess discriminant validity by comparing correlations between different constructs (heterotrait correlations) with correlations within the same construct (monotrait correlations). In simpler terms, this method examines whether variables that are supposed to be different are indeed less correlated with each other compared to how much they are correlated with themselves. Table 4.9 displays the HTMT ratios for our study variables, where each cell represents the ratio of correlation between two constructs (heterotrait) to the correlation within the same construct (monotrait). For instance, the value at the intersection of DLS and EC indicates an HTMT ratio of 0.573, implying that the correlation between Directive Leadership Style (DLS) and Empowering Leadership Style (EC) is 0.573 times the correlation within either DLS or EC alone. The HTMT ratios below 1, particularly less than 0.85 as recommended, indicate that heterotrait correlations are significantly lower than monotrait correlations, supporting discriminant validity. This is evidenced by the fact that most HTMT ratios in the table are below 1, suggesting that the constructs in our model exhibit sufficient distinctiveness from each other, as required for discriminant validity assessment.

4.8 Correlation Analysis

Correlation analysis, introduced by Pearson in 1901, evaluates the strength and direction of relationships between variables using the correlation coefficient "r," which ranges from -1 to +1 (Pearson, 1901). Positive values denote positive correlations, negative values indicate negative correlations, and zero implies no correlation.

Table 4.10
Correlations

	Mean	Std. Deviation	1	2	3	4
Directive Leadership Style	3.879	0.613	1			
Participative Leadership Style	3.445	0.667	.267**	1		
Supportive Leadership Style	3.453	0.704	.284**	.666**	1	
Achievement Oriented Leadership Style	3.492	0.657	.270**	.508**	.417**	1
Employee Commitment	3.573	0.680	.233**	.566**	.450**	.431**

** Correlation is significant at the 0.01 level (2-tailed).

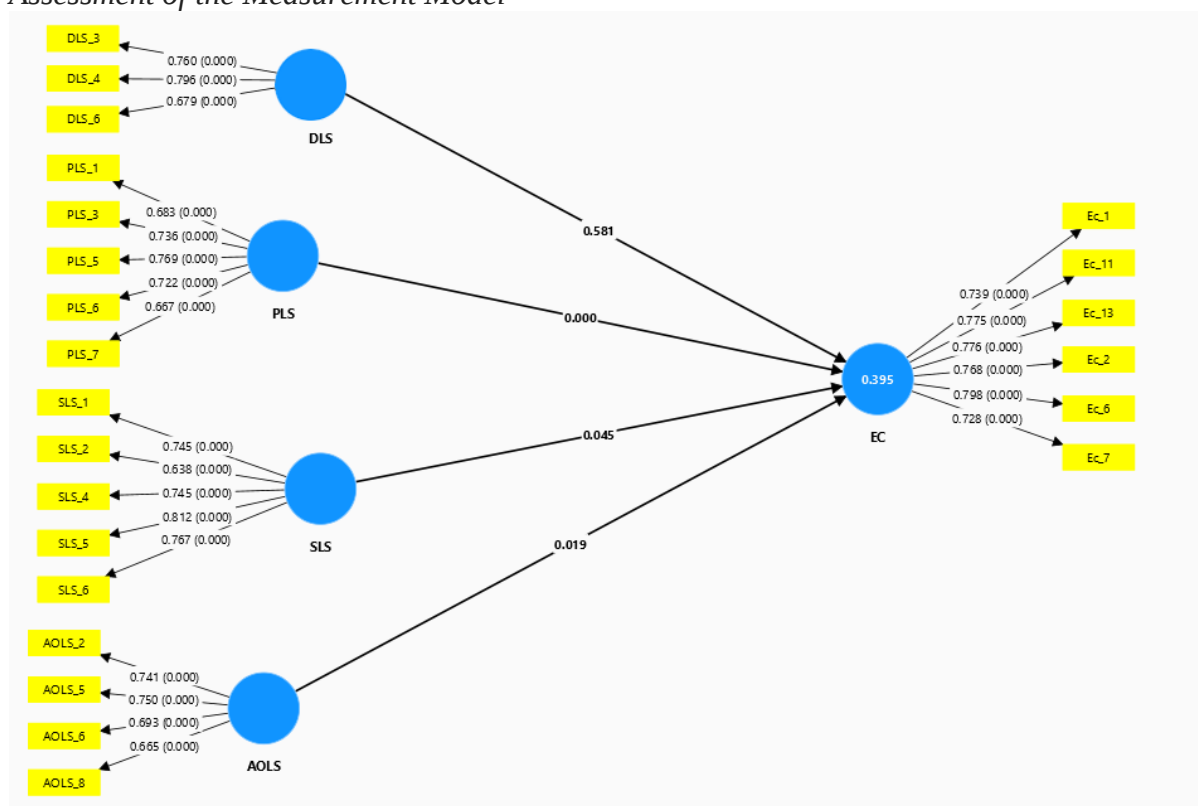
Table 4.10 provides a correlation matrix, displaying the relationships between different leadership styles and employee commitment. Each cell in the table represents the correlation coefficient between two variables, with values ranging from -1 to +1. A positive correlation suggests that as one variable increases, the other tends to increase as well, while a negative correlation indicates that as one variable increases, the other tends to decrease.

Upon reviewing Table 4.10, it becomes evident that various leadership styles (Directive, Participative, Supportive, and Achievement-Oriented) demonstrate significant positive correlations with employee commitment, ranging from 0.233 to 0.566. This implies that higher levels of these leadership styles are associated with increased employee commitment. Looking at the correlations with employee commitment, we see that participative leadership style ($r = 0.566$) has the highest correlation followed by supportive leadership style ($r = 0.450$), achievement-oriented leadership style ($r = 0.431$) and directive leadership style ($r = 0.233$). Additionally, the correlations are statistically significant at the 0.01 level, indicating a robust relationship between leadership styles and employee commitment (Pearson, 1901). This underscores the importance of different leadership approaches in influencing and potentially enhancing employee commitment within an organizational context.

4.9 Assessment of the Measurement Model

Evaluating the measurement model is an important part of our analysis, as explained by Hair et al. (2017). The measurement model assessment is shown in a visual diagram as part of the Smart PLS analysis. This diagram illustrates how hidden variables (which we can't directly see) are connected to observable indicators. This model shows how different factors we are interested in (like leadership styles) are linked to the things we measure (like survey questions). In Figure 4.1, each circle represents a factor we can't directly see, while the rectangles connected to them represent the things we measure. The stronger the connection between a factor and what we measure, the higher the number shown (often called "r").

Figure 4.1
Assessment of the Measurement Model



[Note. The factor loadings of each indicator are represented outside the brackets, while the p-values are enclosed within the brackets.]

Looking at the diagram, we can see that all the things we measured are strongly linked to the factors they represent, with numbers higher than 0.6. This means that our survey questions

accurately capture the factors we are interested in. However, we decided not to include some questions that didn't show a strong enough connection to the factors. This helps us make sure our measurement model is reliable and accurate. Overall, Figure 4.1 gives us a clear picture of how our measurement model works, showing how well our survey questions represent the factors we're studying.

4.10 Hypothesis Testing

In hypothesis testing, which was introduced by Fisher in 1925, we examine whether our predictions are accurate and if the connections between various factors are significant. To assess our model, we employed a method known as bootstrapping. This technique helps validate our predictions by generating multiple samples from the data and analyzing them. Additionally, we utilized Partial Least Squares (PLS) analysis to explore how different factors are related to each other. This method allows us to understand the relationships between variables by examining their impact on each other. The results of our hypothesis testing, depicted in both a visual representation and a table, provide insights into the importance and strength of these connections between factors within our model.

Table 4.11
SMART PLS-SEM Hypothesis Testing

	Path Coefficients	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
AOLS -> EC	0.181	0.179	0.077	2.342	0.019
DLS -> EC	0.035	0.045	0.064	0.552	0.581
PLS -> EC	0.4	0.402	0.08	4.977	0
SLS -> EC	0.139	0.146	0.069	2.009	0.045
R ²	0.395				
Adj R ²	0.384				
F	29.359				0.000

Table 4.11 provides insights from hypothesis testing conducted within a Smart PLS-SEM analysis, aimed at evaluating relationships between various constructs denoted by the path coefficients (AOLS to EC, DLS to EC, PLS to EC, SLS to EC). Each column in the table represents distinct aspects of the analysis. The "Sample mean (M)" column shows the average values of the path coefficients across multiple iterations, offering a measure of central

tendency. Standard deviation (STDEV) in the following column quantifies the dispersion or variability of the path coefficients around their mean values. The "T statistics ($|O/STDEV|$)" column displays the T statistics, reflecting the significance of the path coefficients by dividing the original sample values by the standard deviations. Lower p-values in the final column indicate stronger evidence against the null hypothesis and greater confidence in the statistical significance of the path coefficients. These findings assist researchers in evaluating the support for their hypotheses regarding the relationships between constructs in the Smart PLS-SEM model (Hair et al., 2017).

Moreover, the R-square (R^2) value of 0.395 suggests that approximately 39.5% of the variability in the dependent variable (Employee Commitment, EC) is explained by the independent variables (Achievement-Oriented Leadership Style, Directive Leadership Style, Participative Leadership Style, and Supportive Leadership Style) included in the model. This indicates a substantial portion of the variance in employee commitment can be attributed to the examined leadership styles.

Additionally, the F-value of 29.359, associated with a p-value of 0.000, indicates that the overall regression model is statistically significant. This suggests that at least one of the independent variables has a statistically significant effect on the dependent variable, employee commitment. Consequently, the model is deemed to possess significant explanatory power and importance in forecasting employee commitment within the context of the study. Based on the path coefficients and statistical significance, the Participative Leadership Style (PLS) appears to be the best independent variable for predicting employee commitment. It has the highest path coefficient and is statistically significant, suggesting a strong and meaningful relationship with employee commitment. Conversely, the Directive Leadership Style (DLS) has the lowest path coefficient and is not statistically significant, indicating a weaker association with employee commitment in this analysis.

4.11 PLS Prediction summary

The Smart PLS-SEM Hypothesis Testing, as illustrated in Table 4.13, provides a detailed examination of the predictive performance of the Partial Least Squares Structural Equation

Modeling (PLS-SEM) model, consistent with the PLS Prediction Summary. This table includes various metrics and statistics crucial for evaluating the accuracy and reliability of the model's predictions. Among these metrics are the Root Mean Square Error (RMSE), Mean Absolute Error (MAE), and predictive relevance (Q^2). The RMSE measures the average difference between predicted and observed values, with lower values indicating higher predictive accuracy. Similarly, the MAE calculates the average absolute difference between predicted and observed values. Additionally, the predictive relevance (Q^2) evaluates the model's capability to predict new or unseen data, thus providing insights into its predictive validity beyond the sample used for model estimation. In the table, each row corresponds to a specific variable (e.g., Ec_1, Ec_11, Ec_13, etc.), presenting its path coefficient, sample mean (M), standard deviation (STDEV), T statistics ($|O/STDEV|$), and P values. These statistics offer valuable insights into the predictive performance of the PLS-SEM model, assisting researchers in evaluating the reliability and validity of their findings.

Table 4.12
PLS prediction

	Q^2_{predict}	PLS- SEM_RMSE	PLS- SEM_MAE	LM_RMSE	LM_MAE
Ec_1	0.173	0.880	0.662	0.898	0.682
Ec_11	0.188	0.830	0.607	0.839	0.624
Ec_13	0.066	0.895	0.655	0.905	0.658
Ec_2	0.212	0.650	0.472	0.686	0.509
Ec_6	0.350	0.687	0.504	0.706	0.524
Ec_7	0.179	0.848	0.632	0.863	0.648

Table 4.12 shows the results of a prediction model using two different methods: Partial Least Squares Structural Equation Modeling (PLS-SEM) and traditional linear regression (LM). The aim is to forecast outcomes based on certain factors. In the table, we have three main measurements:

Q^2_{predict} , PLS-SEM_RMSE, and LM_RMSE. Q^2_{predict} tells us how good the model is at predicting outcomes, with higher values meaning better predictions. PLS-SEM_RMSE and LM_RMSE measure the average difference between predicted and actual values, where lower values indicate better accuracy. After looking at the results, it seems that the PLS-SEM model

performs slightly better overall in predicting outcomes compared to the LM model. This suggests that PLS-SEM might be a bit more accurate in predicting these outcomes compared to traditional linear regression.

4.12 Discussion

The research investigated the influence of various leadership styles on employee commitment within the organizational context. The findings revealed several key insights. The research revealed that directive leadership effectively promotes normative commitment through clear goal-setting and precise instructions, yet falls short in fostering emotional engagement and creativity among employees. Supportive leadership, characterized by empathy and timely feedback, significantly enhances affective commitment, fostering loyalty and attachment. Participative leadership, which involves employees in decision-making, strengthens both affective and normative commitment by instilling a sense of ownership. Achievement-oriented leadership, through challenging goals and performance recognition, boosts continuance commitment as employees seek personal and professional growth.

These findings align with and extend previous studies: Clark, Hartline, and Jones (2009) and Ebrahim (2016) also noted the benefits and limitations of directive leadership; Famakin and Abisuga (2016) and Nwokocha and Iheriohanma (2015) similarly highlighted the positive impact of supportive leadership; Dolatabadi and Safa (2011) and Hwang et al. (2015) emphasized the significance of participative leadership; and Limsila and Ogunlana (2008) underscored the effectiveness of achievement-oriented leadership. This research adds depth to the understanding of these dynamics by highlighting the limited emotional and creative engagement under directive leadership and the role of supportive and participative styles in addressing personal needs and promoting open communication, respectively. It underscores the importance of aligning leadership approaches with organizational values and employees' goals to enhance overall commitment, providing a comprehensive view of how leadership styles shape employee attitudes and behaviors. Further research is recommended to explore the interplay between leadership styles, organizational culture, and contextual factors across diverse settings.

CHAPTER-5

SUMMARY AND CONCLUSION

This chapter reviews the research journey, beginning with the design of a questionnaire and the collection of responses from 217 employees in Nepalese Internet Service Providers (ISPs), primarily in private ISP companies, outlining the methodology. The chapter then draws conclusions based on the findings, examining how various leadership styles impact employee commitment within this specific setting. Finally, it discusses the practical implications of the study, offering valuable insights for leaders and managers aiming to boost employee commitment and steer their organizations toward success.

5.1 Summary

The research began by crafting a questionnaire based on existing literature examining how different leadership styles—Directive, Participative, Supportive, and Achievement Oriented—affect employee commitment. This questionnaire, utilizing a 5-point Likert scale, was administered to 217 employees across six Nepalese Internet Service Provider (ISP) organizations. The distribution of responses across the organizations was as follows: Vianet (52), DH Fibernet (45), Worldlink (39), Classictech (32), Subisu (26), and Techhminds (23). Demographic data was also collected to ensure diversity in the sample.

Following this, a thorough review of relevant literature was conducted to deepen understanding of each leadership style and its impact on employee commitment. Drawing upon this literature, the methodology for statistical analysis was established, with Smart PLS4 chosen as the analytical tool.

Using Smart PLS4, various statistical measures—including mean, standard deviation, correlation, Heterotrait-Monotrait ratio (HTMT), hypothesis testing, Fornell-Larcker criterion, cross-loading analysis, and PLS prediction—were employed. The analysis uncovered significant associations between Directive, Participative, Supportive, and Achievement Oriented leadership styles and employee commitment within the Nepalese ISP sector.

This comprehensive research process, spanning from questionnaire development to statistical analysis, yields valuable insights into how leadership behavior influences employee commitment within the specific context of Nepalese ISP companies.

5.2 Conclusion

In conclusion, the findings of the research conducted within the Nepalese Internet Service Provider (ISP) company context highlight the importance of effective leadership style in influencing employee commitment towards organization. Specifically, the data suggests that leadership styles characterized by directive leadership style, participative leadership style, supportive leadership style, Achievement oriented leadership style are perceived positively within the company. Employees tend to view these leadership qualities favorably, indicating a conducive work environment where leadership inspires and motivates.

Moreover, the reliability and validity analyses reinforce the credibility of the measurement instruments used to assess leadership styles and employee performance. The robustness of the instruments indicates that the findings accurately reflect the perceptions of employees within the Nepalese ISP company.

The significant relationships revealed through hypothesis testing, particularly the paths from Directive Leadership Style (DLS), Supportive Leadership Style (SLS), Participative Leadership Style (PLS) and Achievement-Oriented Leadership Style (AOLS) to Employee Commitment (EC), underscore the influence of these leadership styles on enhancing degree of dedication, loyalty, and attachment that employees feel towards their workplace. These results suggest that fostering directive, supportive, participative and Achievement-Oriented Leadership Style among managers and leaders within the company can lead to improved employee commitment outcomes.

Additionally, the prediction performance metrics obtained through Partial Least Squares Structural Equation Modeling (PLS-SEM) provide insights into the predictive accuracy of the model for employee performance. The moderate to good predictive accuracy, coupled with the outperformance of PLS-SEM over Linear Modeling (LM), indicates the reliability of the model in forecasting employee performance outcomes within the Nepalese ISP company context.

In conclusion, the research findings underscore the significance of cultivating effective leadership Behavior tailored to the Nepalese ISP company's context. By emphasizing the directive, supportive, participative and Achievement-Oriented Leadership Style of managers and leaders company can create a conducive work environment that fosters employee emotional connection and sense of responsibility employees have towards the organization's goals, values, and objectives. However, our research revealed a weak relationship between directive leadership and employee commitment. These insights offer valuable guidance for strategic decision-making and planning within the Nepalese ISP company mainly for private ISP companies, contributing to its long-term success and sustainability in a competitive market landscape.

5.3 Implication

Based on the findings and conclusions of our study on the impact of leadership styles on employee commitment within Nepalese Internet Service Providers (ISPs), several implications emerge to foster greater commitment among employees and enhance leadership effectiveness:

Investing in comprehensive leadership development programs tailored to the unique context of Nepalese ISPs can significantly enhance leadership effectiveness and foster greater employee commitment. These programs should focus on equipping supervisors and managers with the skills and knowledge necessary to effectively lead diverse teams. Emphasis should be placed on developing leadership behaviors aligned with directive, supportive, participative, and achievement-oriented styles identified in the study.

Recognizing the diverse needs and challenges within Nepalese ISPs, organizations should design and implement tailored training programs aimed at addressing specific leadership challenges. Establishing regular feedback mechanisms between leaders and employees is essential for fostering open communication and enhancing leadership effectiveness. Leaders should actively seek feedback from employees regarding their leadership style and its impact on employee commitment. Additionally, organizations should facilitate opportunities for 360-degree feedback, allowing leaders to receive input from peers, subordinates, and superiors. Constructive feedback can guide leaders in refining their approach and adapting to the evolving needs of their team members. Implementing robust recognition and reward systems is crucial for acknowledging and incentivizing leadership behaviors that promote employee

commitment. Organizations should establish clear criteria for recognizing and rewarding leaders who demonstrate exemplary performance in fostering a positive work environment, nurturing employee development, and achieving organizational goals. By publicly acknowledging and rewarding leadership excellence, organizations can reinforce desired behaviors and motivate leaders to continue driving employee commitment. Leadership is an ongoing journey, and leaders should continuously strive for self-improvement and growth. Organizations should encourage leaders to engage in continuous learning, self-reflection, and professional development activities to enhance their leadership skills and effectiveness. Providing access to mentorship opportunities, leadership coaching, and relevant resources can support leaders in their journey toward continuous improvement.

Cultivating a positive work culture characterized by trust, transparency, and collaboration is essential for fostering employee commitment and loyalty. Organizations should prioritize initiatives aimed at promoting a supportive and inclusive work environment, including team-building activities, employee recognition programs, and opportunities for social interaction. By fostering a culture where employees feel valued, respected, and empowered, organizations can inspire greater commitment and loyalty among their workforce. In conclusion, by implementing these implications, Nepalese ISPs created a conducive work environment where employees were motivated, engaged, and committed to achieving organizational goals. Furthermore, leaders enhanced their leadership effectiveness and refined their leadership behaviors and styles to inspire, motivate, and empower their teams. Ultimately, these efforts contributed to the long-term success and sustainability of Nepalese ISPs in the competitive market landscape.

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APPENDIX

Dear Respondent,

I'm a conducting this questionnaire survey for an academic research as required by the MBS program. The title of my research is **“THE IMPACT OF LEADERSHIP STYLES ON EMPLOYEE COMMITMENT IN PRIVATE ISP COMPANIES IN NEPAL”**. I would like to state that this research is purely for an academic purpose and I am simply interested in your candid and honest opinion. I assure you that strict confidentiality will be maintained and the information furnished by you will be used only for the academic purpose.

Thanking you for your cooperation.

Anil Pageni

MBS Student

Shanker Dev Campus, Putalisadak, Kathmandu

PART ONE

Organization Name				
Department				
Gender	a. Male	b. Female		
Year of Experience (English Calendar)				
Present position: (Please tick)	a. Manager b. Officer c. Assistant d. Other , if any , please specify _____			
Age	a. Under 25	b. 25-35	c. 36-45	d.46-55
	e. Over 55			
Experience at this company	a. Below 1 year	b. 1-2 year	c. 3-5 years	d. More than 5 years

PART TWO

Below are several statements about you with which you may agree or disagree. Using the response scale below, indicate your agreement or disagreement with each item by choosing appropriate number, please give your response as followings:

Strongly disagree	Disagree	Neutral	Agree	Strongly Agree
1	2	3	4	5

DLS_1	My manager tells me what needs to be done and how it needs to be done.	1	2	3	4	5
DLS_2	My manager tells employees what to do without expecting employees to question him/her.	1	2	3	4	5
DLS_3	My manager explains the level of performance that is expected of employees.	1	2	3	4	5
DLS_4	My manager checks work on a regular basis to assess progress and learning	1	2	3	4	5
DLS_5	My manager shows that he/she has doubts about my/my colleague ability to carry out their tasks.	1	2	3	4	5
DLS_6	My manager asks me to follow standard rules and regulations.	1	2	3	4	5
DLS_7	My manager ensures that employees are aware of, and understand, organization policies and procedures.	1	2	3	4	5
DLS_8	My manager takes actions when rules and regulations are not followed.	1	2	3	4	5
SLS_9	My manager maintains a friendly working relationship with subordinates	1	2	3	4	5
SLS_10	My manager behaves in a manner that is thoughtful to employee's needs.	1	2	3	4	5
SLS_11	The leadership gives feedback to employee's requests in a prompt manner.	1	2	3	4	5
SLS_12	My manager is approachable and friendly.	1	2	3	4	5
SLS_13	My manager is mindful of my personal needs and takes action to support me.	1	2	3	4	5
SLS_14	My manager does little things that make it pleasant to be a member of the group.	1	2	3	4	5

SLS_1 5	All team members are given opportunities to attend relevant trainings and conferences	1	2	3	4	5
SLS_1 6	My team enjoys a friendly work environment.	1	2	3	4	5
SLS_1 7	Employees are equitably compensated for their work	1	2	3	4	5
SLS_1 8	My manager schedules regular individual meetings with me to discuss my work.	1	2	3	4	5
PLS_1 9	My manager listens receptively to subordinates ideas and suggestions.	1	2	3	4	5
PLS_2 0	My manager consults with the team when he/she is facing a problem.	1	2	3	4	5
PLS_2 1	My manager consults with employees before making key decisions.	1	2	3	4	5
PLS_2 2	All decisions made by organization leadership are shared in a timely manner with the employees	1	2	3	4	5
PLS_2 3	Managers explain to the employees the importance of their input in decision making	1	2	3	4	5
PLS_2 4	Employees are assigned into task groups to action policies or objectives affecting them.	1	2	3	4	5
PLS_2 5	My manager schedules work for employees by involving them.	1	2	3	4	5
PLS_2 6	My manager/s shares the role of leading meetings and projects with team members.	1	2	3	4	5
PLS_2 7	My manager holds regular meetings to communicate with employees as opposed to e-mail communication.	1	2	3	4	5
PLS_2 8	My manager maintains an open door policy and is easily accessible by employees.	1	2	3	4	5
AOLS_ 29	My manager consistently sets goals for performance that are quite challenging.	1	2	3	4	5
AOLS_ 30	The employee goals set by the leadership are specific and clear.	1	2	3	4	5
AOLS_ 31	The goals assigned to the employees are in line with the organization strategic plan.	1	2	3	4	5
AOLS_ 32	My manager ensures that allocated goals are always accomplished within specific timelines.	1	2	3	4	5

AOLS_33	Employees design their own strategies for accomplishing the given goals.	1	2	3	4	5
AOLS_34	Employees are given constant feedback on their goal performance.	1	2	3	4	5
AOLS_35	There is a reward system in place for those who attain the given goals.	1	2	3	4	5
AOLS_36	Employees are asked to think ahead and develop longer term plans for their functions.	1	2	3	4	5
EC_37	I find that my values and the organizations values are very similar.	1	2	3	4	5
EC_38	I am very happy being a member of this organization.	1	2	3	4	5
EC_39	I enjoy talking about my organization to people outside the organization.	1	2	3	4	5
EC_40	I understand how my work contributes to the organizations goals and objectives.	1	2	3	4	5
EC_41	It would be very hard for me to leave my organization right now, even if I wanted to.	1	2	3	4	5
EC_42	I am happy to stay in this organization because of the support I have from my manager.	1	2	3	4	5
EC_43	My current position is inspiring for me.	1	2	3	4	5
EC_44	Sometimes I worry about what might happen if something was to happen to this organization and I was no longer a member.	1	2	3	4	5
EC_45	I believe in the value of remaining loyal to one organization.	1	2	3	4	5
EC_46	I feel inspired to provide the best service to our partners and/or my colleagues.	1	2	3	4	5
EC_47	I feel that I owe this organization quite a bit because of what it has done for me.	1	2	3	4	5
EC_48	I am willing to put in a great deal of effort beyond that normally expected in order to help this organization be successful.	1	2	3	4	5
EC_49	This organization really inspires the very best in me in the way of job performance.	1	2	3	4	5

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