

# International Journal of Management and Organizational Research

---

## Assessing the role of Leadership styles on employee performance, organizational commitment as mediator variable in Asiacell Iraq

Ali Saud Bisheeh

Department of Business Administration, College of Administration and Economics, Al-Muthanna University, Samawah, Iraq

\* Corresponding Author: **Ali Saud Bisheeh**

---

### Article Info

**ISSN (online):** 2583-6641

**Volume:** 03

**Issue:** 04

**March-April 2024**

**Received:** 15-06-2024

**Accepted:** 20-07-2024

**Page No:** 36-47

### Abstract

This study examines the relationship between leadership styles, organizational commitment, and employee performance at Asia Cell Iraq, a leading telecommunications company in Iraq. The research employed a quantitative approach, utilizing a structured questionnaire administered to a representative sample of 356 employees. The study utilized Transformational Leadership Theory and Social Exchange Theory as its theoretical frameworks. The findings revealed that transformational leadership positively influences organizational commitment and employee performance, with organizational commitment acting as a mediator in the relationship. The research provides valuable insights for Asia Cell Iraq to improve its leadership practices and foster a more positive and productive work environment, ultimately contributing to organizational success.

**DOI:** <https://doi.org/10.54660/IJMOR.2024.3.4.36-47>

**Keywords:** leadership styles, organizational commitment, employee performance, transformational leadership, social exchange theory, Asia cell Iraq telecommunications

---

### Introduction

Leadership has emerged as a critical factor in determining the employee performance and their attitude towards organizational commitment in today's ever evolving business environment. This research also seeks to explore the dynamic interconnection between the leadership styles, employee's organizational commitment, and employee performance within the context of Asia Cell Iraq Telecommunications Company in Iraq. The purpose of this study is to understand the mediating mechanism of organizational commitment in light of various leadership styles to know how employee perceptions and behaviors are affected when certain leadership styles are adopted, which in return affects organizational performance as well as commitment of the human capital towards organizational goals. This research is relevant because it examines the context of the Iraqi telecommunications industry and its challenges in the context of the nation's political and economic setting. Moreover, this research applies a strong quantitative approach, using a standardized questionnaire filled by the Asia Cell Iraq employees as the main source of data collection to analyse both qualitative and quantitative aspects of the organization. Firstly, this research fills the gaps in the literature by investigating the effects of the leadership styles within a definite industry and cultural background, which may be useful for managers and HR directors who aim at enhancing leaders' behaviors and organizational performances.

### Objectives and Importance

The aim of this research is therefore to investigate empirically leadership styles and their impact on the performance of the employees in Asia Cell Iraq while organisational commitment will be used as the moderator variable. In details, this research seeks to find out the significance level of leadership style on the level of organizational commitment and employee performance. Significance of this research can be summarized in the fact that it helps to extend knowledge on the dimensions of leadership effectiveness in the context of the analyzed Iraqi sector, which is experiencing temporal dynamic changes in its continuous development and facing specific challenges. Thus, by revealing the patterns of leadership behaviours that promote high degree of the organizational commitment and employee performance this research will help to derive implications for practical

---

application, for the managers and HR specialists of the Asia Cell Iraq in particular.

These findings will help to understand how it is possible to develop a positive organizational climate and to enhance the work fulfillment that will also contribute the organization's success in the current rather intense and stiff market.

### Research problem

While previous research has established the significant influence of leadership styles on employee commitment and performance in various contexts, a critical gap exists in understanding these dynamics within the specific context of the Iraqi telecommunications sector. This sector, characterized by rapid technological advancements and political instability, demands a unique approach to leadership that fosters both employee loyalty and productivity. Consequently, this research addresses the pressing need to investigate the complex interplay between leadership styles, organizational commitment, and employee performance within Asia Cell Iraq, one of the leading telecommunications companies in Iraq. Specifically, this research seeks to address the following research problem: how do different leadership

styles influence organizational commitment and, in turn, employee performance at Asia Cell Iraq, considering the unique challenges and opportunities presented by the Iraqi telecommunications sector? By exploring this research problem, this study contributes to a deeper understanding of the factors that contribute to employee engagement and organizational success in a dynamic and complex business environment.

### Hypothesis

1. There is a statistically significant effect between leadership styles and employee performance
2. There is a statistically significant effect between leadership styles and organizational commitment
3. There is an indirect, statistically significant effect between leadership styles and employee performance through organizational commitment.

Thus, the form of the hypothetical outline of the study:



Source: Prepared by the researcher

Fig 1: The form of the hypothetical outline of the study

### Literature Review

In this paper, the studies revealing the correlation between leadership types, commitment level, and performance are reviewed as per different industries and contexts. Various studies reveal how leadership played a vital part in determining the moods, tendencies, and actions of those within an organisation, thereby influencing the results (Donkor *et al.*, 2021; Raja & Palanichamy, 2011; Alamanda *et al.*, 2022) <sup>[5, 14, 2]</sup>. Previous studies show that there are dissimilarities in leadership patterns and their impact on the employees' commitment. For instance, the elements of transformational leadership such as inspirational communication, stimulating, and considering individual preferences and needs were identified positively influencing organizational commitment among the employees (Alamanda *et al.*, 2022; Aina & Verma, 2017) <sup>[2, 1]</sup>. Likewise, empow'ring leadership that allows employees to be in control also enhances commitment to the organization (Donkor *et al.*, 2021) <sup>[5]</sup>. On the other hand, autocratic leadership that is characterized by centralization of decision making and non-involvement of the employees has an inverse impact on the commitment of the employees (Al-Daibat, 2017) <sup>[3]</sup>. Also, it is evident that the leadership styles impact the employees' performance based on a previous related study done by Donkor *et al.* (2021) <sup>[5]</sup>, Raja & Palanichamy (2011) <sup>[14]</sup> and Alamanda *et al.* (2022) <sup>[2]</sup>. Research has also indicated that understanding and empowering leadership approach, through the enablement of the employees, will inculcate positive enhancement to the performance of employees (Alamanda *et al.*, 2022; Aina & Verma, 2017) <sup>[2, 1]</sup>. On the other hand, those

leadership styles which do not embrace directions, encouragement and reward mechanism can be detrimental to employees' performance (Al-Daibat, 2017) <sup>[3]</sup>. However, besides the general findings derived from global research, the situation of Asia Cell Iraq; a company situated in the complicated context of Iraqi telecommunications industry, requires localized best practices to be applied. Qadir and Yeşiltaş (2020) <sup>[13]</sup> pointed out that the analysis of leadership styles and their effect on organizational commitment and performance in Iraqi Kurdistan's SMEs should consider local peculiarities.

### Spatial and temporal limits

The current analytical work pertains to the analysis of Asia cell Iraq which is one of the telecommunication organizations in the Iraqi market. By ignoring the need to generalize on the findings of this study, the existing leadership dynamics, employee commitment, and performance within this particular organization will be examined for assessment, instead of making the arguments generalizable for the entire Iraqi telecommunications sector or the entire Iraq's workforce population. It enables the focus on factors that may affect the organizational outcomes within this particular context and with a much higher level of accuracy. As for the temporal limit of this research, it lies in the data collection period which will aim at revealing the current situation of Asia cell Iraq. Although, the study will employ secondary sources based on the existing literature and theoretical literature; the main data collection procedure will involve gaining today's employee perspectives about the

related experiences in the organization. This approach makes it possible to focus on leadership practices, perceiving the modern environment, employee attitudes and the impacts they have on organizational results, seen in the current operating environment.

### Methodology

The methodology employed in this study is quantitative in nature, relying on a structured questionnaire administered to a representative sample of Asia Cell Iraq employees. This instrument was designed to assess leadership styles, organizational commitment, and employee performance using a validated Likert scale, ensuring data accuracy and consistency. To guarantee the validity and reliability of the questionnaire, it underwent rigorous review by experts and was tested for reliability using Cronbach's alpha coefficient and factor analysis. The target population consisted of all 2936 employees at Asia Cell Iraq, and a random sampling technique was used to select a sample size of 356, ensuring representativeness and generalizability of findings. This approach, coupled with the high response rate of 98.9%, provides a robust foundation for analyzing the complex interplay between leadership styles, organizational commitment, and employee performance within the specific context of Asia Cell Iraq.

This research utilizes a combination of statistical methods and software programs to analyze the data collected from the employee questionnaires. Descriptive statistics, including means, standard deviations, and frequencies, are employed to provide an overview of the data distribution and identify trends within each variable – leadership styles, organizational commitment, and employee performance. To test the proposed hypotheses and examine the relationships between these variables, the study utilizes regression analysis, specifically multiple regression, which allows for examining the impact of multiple predictor variables (leadership styles) on a single outcome variable (organizational commitment or employee performance). Additionally, the study employs structural equation modeling (SEM) using the AMOS program to further analyze the mediating role of organizational commitment in the relationship between leadership styles and employee performance. By combining these statistical methods and software programs, the research aims to provide a comprehensive and robust analysis of the impact of leadership styles on employee outcomes within Asia Cell Iraq.

### Population and sample

The target population is all the employees in Asia cell Iraq company which has a total of 2936 employees. To establish the goal of generating generalizable results, the researcher used a random sampling technique. After having calculated the margin of error of 5%, the sample size that was required for the study was estimated to be around 353, following the use of a sample size calculator. The issue of non-response rate was dealt with, in order to achieve an adequate sample size, 360 questionnaires were administered to employees from different departments and all categories of employees within the organization. Among them, as many as 356 questionnaires were returned and some of them were filled in incorrectly and parts of information were missing. In the end, only 356 analyzed employees were randomly selected, which gave a response rate of 98 percent. 9%. The large number of the sample respondents and what is more, the sample's ability

to represent the entire Asia cell Iraq means that this study has a solid foundation for comparing leadership style, commitment level, and performance outcomes for employees.

$$n = \frac{N}{1 + N(e)^2}$$

$$n = \frac{2936}{1 + 2936(0.05)^2}$$

$$n = \frac{2936}{1 + 2936(0.0025)}$$

$$n = \frac{2936}{1 + 7.34}$$

$$n = \frac{2936}{8.34}$$

$$n \approx 352.03$$

As a result, for a population of 2936, we should take a suitable random sample size with the help of which the margin of error will be no more than 5%, and it makes approximately 353. To avoid that the size of the sample leaves the minimum, 360 questionnaires were administered. Among them, 356 were sorted to be retrieved and some had important information missing. Finally, to compose the final sample a quiz was conducted among the students and with the response rate of 85 a final random sample of 356 was achieved. Consumers' response rate was determined by the number of questionnaires retrieved divided by the number of administered questionnaires multiplied by 100.

$$\left(\frac{356}{360}\right) \times 100 = 98.8\%$$

This response rate serves as an indicator of the success of the distribution and retrieval process, highlighting the participants' commitment and interest in the study. The final sample size of 356 is deemed sufficient to conduct statistical analyses and draw conclusions with high confidence.

## Discussion and results

### 1. The theoretical framework of the variables and the relationship between them

This study examines the intricate relationships between leadership styles, organizational commitment, and employee performance within the context of Asia Cell Iraq. To understand this complex interplay, we rely on two primary theoretical frameworks: Transformational Leadership Theory and Social Exchange Theory.

Leadership Styles represent the unique patterns of behaviour leaders adopt to influence and guide their followers. The study focuses on transformational leadership, characterized by leaders who inspire and motivate their team members to achieve extraordinary results (Almutairi, 2016; Aina & Verma, 2017) <sup>[4, 1]</sup>. These leaders inspire trust, foster a sense of purpose, and challenge their followers to reach their full potential. Transformational leadership encompasses four key dimensions: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration.

Organizational Commitment reflects the degree to which employees identify with, feel obligated to, and are emotionally attached to their organization (Donkor *et al.*, 2021; Al-Daibat, 2017) <sup>[5, 3]</sup>. This commitment is rooted in a sense of belonging, shared values, and a belief in the

organization's goals. Employees with high organizational commitment are more likely to go the extra mile, stay with the organization long-term, and demonstrate higher levels of engagement (Firdausijah, 2023; Gavya & Subashini, 2024) [3, 7].

Employee Performance refers to the effectiveness and efficiency of employees in fulfilling their job duties and contributing to the overall goals of the organization. It encompasses various aspects, including meeting expectations, exhibiting productivity, maintaining quality, adapting to challenges, and being a valuable team member (Nanjundeswaraswamy, 2023; Setiadi *et al.*, 2023) [10, 16].

The Relationship Between Leadership Styles, Organizational Commitment, and Employee Performance:

Transformational leadership plays a critical role in influencing both organizational commitment and employee performance. Social Exchange Theory provides a framework for understanding this relationship. The theory suggests that individuals engage in social exchanges based on the principle of reciprocity, where individuals are more likely to contribute to a relationship when they perceive benefits and rewards (Donkor *et al.*, 2021; Oyewobi, 2022) [5, 11].

In the context of this study, transformational leaders create a positive work environment where employees feel valued, empowered, and motivated (Alamanda *et al.*, 2022; Purnomo *et al.*, 2020) [2, 12]. These actions foster a sense of obligation and loyalty, leading to increased organizational commitment. This, in turn, positively impacts employee performance, as employees are more likely to exert effort, demonstrate initiative, and strive for excellence when they feel a sense of belonging and shared purpose (Junaid *et al.*, 2023; Lucjan *et al.*, 2023) [8, 9].

Furthermore, organizational commitment acts as a mediator in the relationship between leadership styles and employee performance. The positive impact of transformational leadership on organizational commitment strengthens the positive influence of commitment on performance, further demonstrating the crucial role of leadership in fostering a positive work environment that drives employee engagement and effectiveness (Riyadh *et al.*, 2023; Susanto *et al.*, 2023) [15, 17].

## 2. Study tool

With regards to the study instrument, this research uses a structured questionnaire to examine the leadership styles, organizational commitment, and employee performance at Asia Cell Iraq. It consists of two main sections: socio-demographic questionnaire and a set of questions referring to the three key variables. The statements are measured with the support of a Likert scale, where the participant can provide the degree of his/her consensus or non-consensus. To improve the credibility of the study and the validity and reliability of the questionnaire, the data collection instrument was reviewed by experts and tested for reliability using Cronbach's alpha coefficient and factor analysis. This makes the questionnaire a valid tool of assessing the study variables besides helping in the acquisition of accurate and consistent data.

## 3. Validity and reliability of the questionnaire

Face validity is a type of validity testing which determines, to the extent to which the questionnaire appears to reflect the measurement of the intended variable to the expert's knowledge. This is evident in situation where the questions

included in a given questionnaire are well formulated, understandable and squarely designed to address the predetermined variables, then face validity has been achieved. In this study, face validity was ensured through specific steps: In this study, face validity was ensured through specific steps:

1. To ensure that the experts used in the study could evaluate the relevance of the items in the questionnaire to the objectives of the study and the defined variables, only qualified professionals with vast knowledge in the field were chosen.
2. The questionnaire was administered to the experts in order to check the validity of the questions as well as to ensure that the study objectives were feasible with the set questionnaire.
3. Demands about the specificity of the questions of the questionnaire from the experts' side were also received concerning the clarity of the questions, the coherence of the questions and also whether these questions are in line with the objectives of the research.
4. Due to the experts' considerations, the structure of the questionnaire was slightly changed to avoid misunderstandings and make the questions correlate with the aims of the study.

**Table 1:** Questionnaire reliability results

Reliability Statistics		
Variable	N of Items	Cronbach's Alpha
Leadership Styles	5	.813
Organizational Commitment	5	.810
Employee Performance	5	.712
Questionnaire	15	.830

**Source:** Prepared by the researcher based on sample data and SPSS27 program

The reliability statistics of the questionnaire adopted in the research is displayed in table 1 to illustrate the internal consistency of the measurement scales. Cronbach's Alpha coefficient which is commonly used to determine internal consistency of the scale gives a measure of the degree to which items in a scale are in agreement in terms of their statistical relationship to one construct. The results demonstrate strong internal consistency for all three scales: The reliability coefficients obtained were as follows; Leadership Styles (.813), Organizational Commitment (.810), and Employee Performance (.712), all of which are above the .70. Furthermore, the high Cronbach's Alpha coefficient of .830 for the total scale indicates that all items in the questionnaire are in harmony with this proportion, and all of them are stable and part of the same whole, therefore, advancing the reliability of the instrument. These high level of reliability coefficients show that the developed questionnaire is a reliable instrument in estimating the study variables and ensures on the consistency of data gathered in the study.

**Table 2:** Results of the internal consistency validity of the questionnaire

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.785
Bartlett's Test of Sphericity	Approx. Chi-Square	1582.636
	df	105
	Sig.	.000

**Source:** Prepared by the researcher based on sample data and



SPSS27 program

Table 2 reports the outcome of KMO and Bartlett's Test of Sphericity to determine the feasibility to perform factor analysis on the data obtained and consequently, internal consistency validity of the developed questionnaire. The KMO measure of sampling adequacy test turned out to be. Normal average marks, that is marks which align with or almost fit into the passing mark or the standard pass percentage, such as 785, are within the parameters of what is acceptable. 60 to. With respect to suitability for factor analysis, the obtained index equalled 80, thereby indicating an acceptable level of data suitability for factor analysis. Cronbach's alpha value signify that the correlation among the items is sufficiently high to enable a factor analysis of appreciable factors. Additionally, the Bartlett's Test of Sphericity is also calculated, the obtained p-value is. 000, which is less than the general accepted level of. 05, completely negates the hypothesis not observing any correlation between the variables. This means that there is prominent correlation pattern of the items, which provides another evidence supporting the fact that the data is appropriate for factor analysis. Taken together, these findings indicate that the present study's questionnaire has acceptable internal consistency validity, indicating that the contained items are tapping into related constructs and that the collected data can be used for additional statistical analysis.

#### 4. Demographic information analysis

The demographic profile of the study participants provides valuable context for understanding the data and its potential limitations. The sample was comprised of 356 employees from Asia Cell Iraq, with a slight skew towards male participants (59.3%) and a predominantly younger workforce, with 50% of respondents falling within the 18-25 age group. A majority (61.2%) of participants held a Bachelor's degree, highlighting a potential emphasis on higher education within the organization. While this demographic breakdown offers insights into the composition of the sample, it is important to consider the potential influence of these characteristics on the observed relationships between leadership styles, organizational commitment, and employee performance. Further analysis will explore potential demographic effects and ensure that the findings are interpreted within the context of the sample's composition.

**Table 3:** Specifications of respondents by gender

Gender		
	N	%
Male	211	59.3%
Female	145	40.7%

**Source:** Prepared by the researcher based on sample data and SPSS27 program

Table 3 presents the gender distribution of the respondents in the study, revealing that 59.3% (N=211) of the participants were male, while 40.7% (N=145) were female. This indicates a slightly skewed gender representation in the sample, with a higher proportion of males participating, the table suggests that there might be an overrepresentation of males in specific departments or roles within Asia Cell Iraq. This observation could be valuable for HR and diversity initiatives, highlighting potential areas for improvement in recruitment,

promotion, and retention strategies to achieve a more balanced gender representation within the organization.

**Table 4:** Specifications of respondents by Age

Age		
	N	%
18-25	178	50.0%
26-35	121	34.0%
36-45	57	16.0%

**Source:** Prepared by the researcher based on sample data and SPSS27 program

Table 4 displays the age distribution of the respondents, revealing a predominantly younger workforce within the sample. The largest proportion of participants (50.0%, N=178) fall within the 18-25 age group, followed by 34.0% (N=121) in the 26-35 age group, and 16.0% (N=57) in the 36-45 age group. This indicates a significant concentration of younger employees in the sample. This age distribution suggests that Asia Cell Iraq may have a relatively young workforce, potentially indicating a high turnover rate or a recent recruitment drive. It also highlights the importance of fostering a supportive and engaging work environment that caters to the needs and aspirations of the younger generation, particularly in terms of professional development, career advancement opportunities, and work-life balance. This understanding can inform HR strategies and organizational policies aimed at retaining and motivating this critical demographic segment.

**Table 5:** Specifications of respondents by Educational Level

Educational Level		
	N	%
High School Diploma	118	33.1%
Bachelor's Degree	218	61.2%
Master's Degree	16	4.5%
PhD or Higher	4	1.1%

**Source:** Prepared by the researcher based on sample data and SPSS27 program

The educational attainment of the respondents is shown in Table 5, which highlights the fact that a majority of the participants in the study acquired a Bachelor's degree. A

**Table 6:** Descriptive statistics for Leadership Styles

	N	Mean	Std. Deviation	Results
My leader is clear about expectations and goals.	356	3.8792	1.17222	Agree
My leader provides me with regular feedback on my performance.	356	3.7360	1.29046	Agree
My leader empowers me to make decisions and take initiative.	356	4.0449	1.06054	Agree
My leader is supportive and encourages my growth and development.	356	3.8961	1.08141	Agree
My leader treats all team members with respect and fairness.	356	3.5225	1.14181	Agree
Leadership Styles	356	3.8157	.72164	Agree

**Source:** Prepared by the researcher based on sample data and SPSS27 program

Table 6 provides a complex employee's attitude towards leadership styles in Asia Cell Iraq and factors that could be considered as its advantages and weaknesses. The mean of each of the statements, on the scale of four to one, varied between 3.5225 to 4. Results for variable 0449, in general, reveal a positive attitude toward leadership where most of the employees concur with the assertion that their leaders display the right traits. However, the standard deviations derived from these figures and denote the extent of dispersion of response around the mean suggest there is variation in the experience that the employees have within the organisation, which implies that whereas some employees may have positive perceptions about their leaders, others may not.

majority of the participants has a Bachelor's degree (61.2% (N=218)) followed by High School education (33.1% (N=118)). The respondents holding Master's degrees or PhDs or any higher degree were found to be drastically lesser with 4.5% having Master's degrees (N=16) and 1.1% holding PhDs (N=4). When it comes to education, Asia Cell Iraq appears to target applicants with a degree of at least a bachelor's level, perhaps due to technical and analytical nature of the telecommunication business. A considerable number of employees reported having High School Diploma, which raises questions about the variety of positions in the organization and their qualification requirements. This understanding can be valuable for HR in terms of recruitment, training, and development programs. For instance, targeted training programs could be implemented to upskill employees with High School Diplomas to enhance their capabilities and career progression within the organization. The data also highlights the importance of recognizing and valuing employees with different educational backgrounds, fostering an inclusive and supportive work environment where everyone feels valued and has opportunities to contribute.

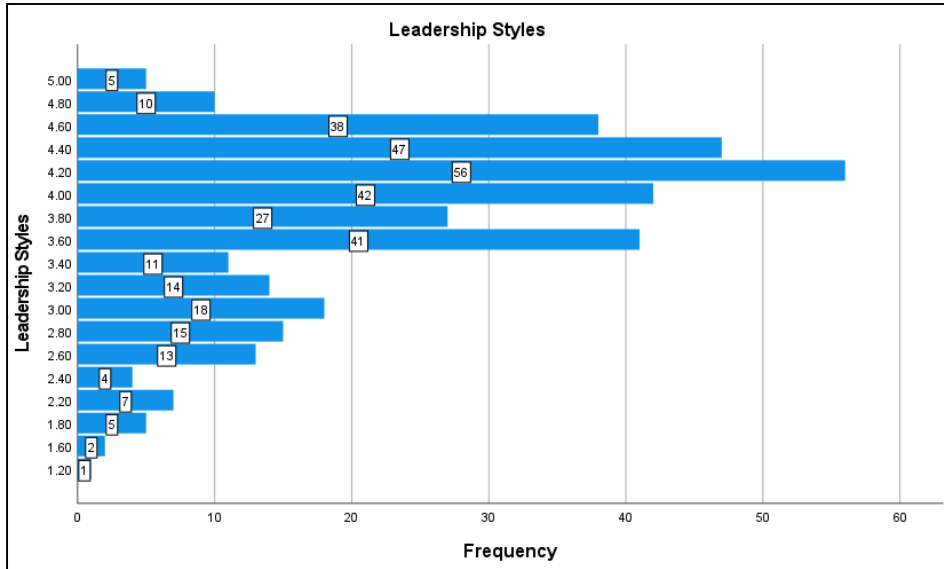
## 5. Descriptive Statistics and Graphical Analysis

In order to understand the respondents' perceptions of leadership styles, organizational commitment and their own performance descriptive statistics and graphical description was conducted. It provided an opportunity to observe the general distribution and trends of the data regarding the frequency of different leadership behaviors, the intensity of employees' loyalty, and their estimated job performance rates. Therefore, in this section, descriptive statistics in form of the mean scores, standard deviations, and, use of graphs to present the demographics variable's distribution will be useful in shedding a light on the various perspectives within the employee responses in order to facilitate the subsequent step of investigating the relationship between important variables.

Analysis of the voices of individual employees implies the fact that the vast majority of employees have demonstrated the strongest consensus (as indicated by the highest mean scores) with regard to the I-CLT assertion of leaders' communications of clear expectations and goals (Mean = 3.8792), employee enabling and taking of initiatives (Mean = 4.0449), as well as leaders' support of personal development (Mean = 3.8961). This implies that there is a part of the company's leadership culture that supports direction combined with task delegation and the growth of its people. Nonetheless, the lowest mean score was recorded to be 3.5225 for "My leader respects and is fair to all employees" reveals a possibility of an issue. Although it is higher than the average score, it shows

a comfort level that is somewhat lower, which implies the respondents' perception of a lower level of leaders' behavior aimed at establishing an equal environment in the workplace these results present valuable insights. The high agreement on clarity, empowerment, and development indicates strengths that should be nurtured. Leadership development programs could focus on reinforcing these positive aspects, while simultaneously addressing the concerns related to fairness and respect. This might involve training on inclusive leadership practices, conflict management, and fostering

open communication to address any perceived inequalities or disrespect. Furthermore, regular feedback mechanisms can be implemented to gather ongoing employee perspectives on leadership, enabling proactive interventions to address concerns and foster a more positive and equitable work environment. By leveraging these insights, Asia Cell Iraq can further refine its leadership practices, ultimately contributing to enhanced employee commitment, motivation, and overall organizational success.



Source: Prepared by the researcher based on sample data and SPSS27 program

Fig 1: The trend of the answers for Leadership Styles

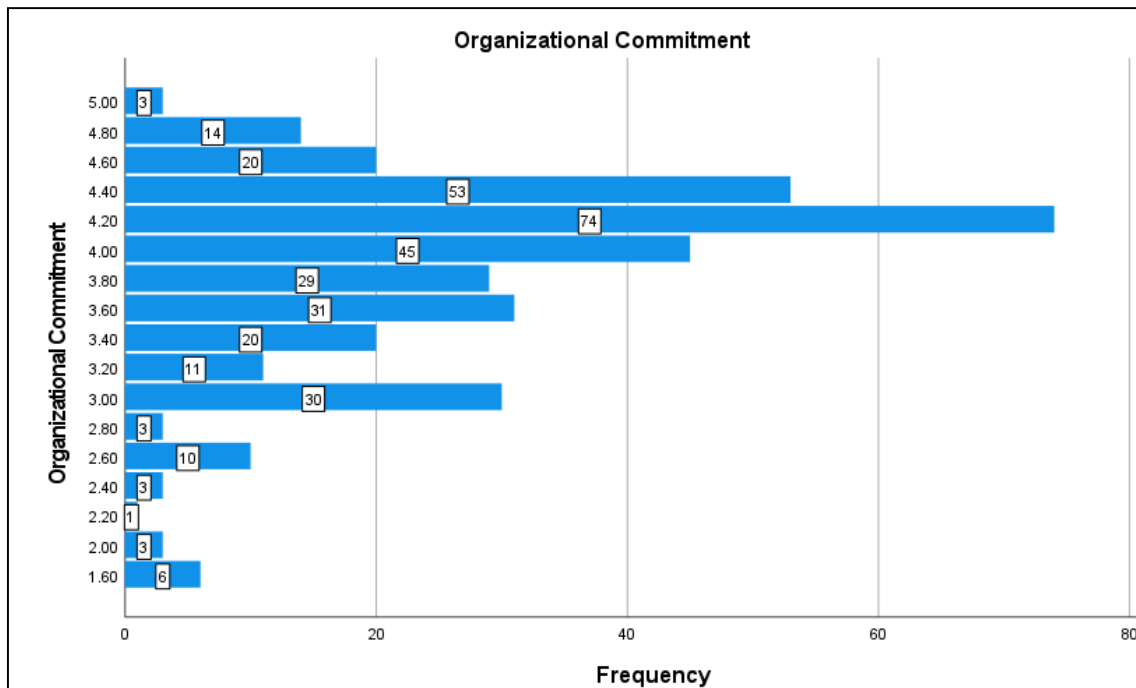
**Table 7:** Descriptive statistics for Organizational Commitment

	N	Mean	Std. Deviation	Results
I feel proud to be a part of Asia Cell.	356	3.8455	1.24301	Agree
I am willing to put in extra effort to help Asia Cell succeed.	356	3.5815	1.03548	Agree
I am committed to staying with Asia Cell for the long term.	356	3.4860	1.16151	Agree
I feel a sense of belonging to Asia Cell.	356	4.1910	.94200	Agree
I believe that Asia Cell's values and goals are important to me.	356	4.1742	1.00590	Agree
Organizational Commitment	356	3.8556	.66064	Agree

Source: Prepared by the researcher based on sample data and SPSS27 program

Table 7 shows the details of the employee organizational commitment of Asia Cell Iraq and provides a clear picture about the psychological states of the employees describing how strongly they are affiliated with the organisation, how far they identified themselves with the organisation and how much involved they are with the organisation. The mean scores varied between 3 and 4 with the highest mean scores for self-esteem while the lowest mean scores for the perceived likelihood of persecution for people with disabilities. 4860 to 4. There is a general agreement with the statements indicating the commitment in organizations in 1910, which signifies a fair level of commitment among the employees. However, the standard deviations which measure spread suggest that there is variability in the levels of commitment and though some employees demonstrated very high levels of commitment other employees may display different levels of commitment. Looking at the case of individual statements identifies critical trends. The corresponding mean scores are the highest: 4. 1910 for “I have got the feeling of affiliation with Asia Cell” and 4. Finally, responses 1742 for “This is why Asia Cell values and goals are relevant to me” also testify to a high level of

employee identification with the organisation’s values. These have indicated a positive organizational culture that embraced employee’s feeling of being part of the organization and the general goals of the organization. However non-formal courses exhibited the lowest mean scores of 3. 4860 for “I will remain loyal to Asia Cell company for a long time” and 3. 5815 for the statement “I am willing to spend more time than what is required to ensure Asia Cell realizes its goals,” imply certain opportunities for enhancement. As positive, these scores suggest that while there may be overall consensus, particular individuals have some reservations regarding team members’ commitment for the long term and their willingness to voluntarily work on a client’s project beyond a basic level. This may be for a number of reasons such as the rough promotion policy, flexibility to attend to other priorities or no recognition. However, these findings are not without prospects for action. Building up the feeling of identification and organizing the values of the staff in accordance with the objectives of the company are vital for developing loyalty and interest for a long time.



Source: Prepared by the researcher based on sample data and SPSS27 program

**Fig 2:** The trend of the answers for Organizational Commitment



**Table 8:** Descriptive statistics for Employee Performance

	N	Mean	Std. Deviation	Results
I consistently meet or exceed expectations in my role.	356	4.1292	1.17971	Agree
I am productive and efficient in my work.	356	4.1067	1.12581	Agree
I am committed to providing high-quality work.	356	3.9944	1.05081	Agree
I am able to adapt to changing demands and challenges.	356	3.9270	1.13349	Agree
I am a valuable asset to my team and the company.	356	3.8680	1.27024	Agree
Employee Performance	356	4.0051	.78699	Agree

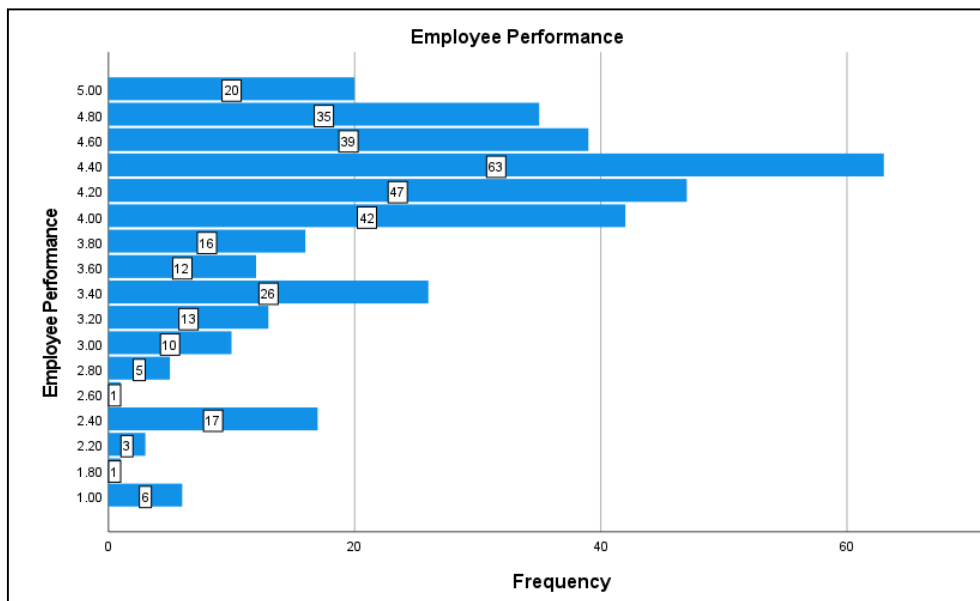
Source: Prepared by the researcher based on sample data and SPSS27 program

Regarding self-evaluation of efficiency and contribution within Asia Cell Iraq, Table 8 shows the conclusion of the employees' perception of their performance. The mean scores varied from 3.8680 to 4.1292. This is an indication that the frequency of positive mental health practices, including exercise, was relatively low among the employees. Slightly above are the scores for self-reported performance established in 2012 where employees largely affirmed performance above expectations on average a score of 7.29 out of 10 as indicated below; However, standard deviations which give an idea about the variation in the response indicate that while probably a large chunk of employee may visually see themselves as high performers, others may have relatively less confidence or may perceive their performance levels differently.

It is easy to identify strengths and areas that need to be developed when working with individual statements. The highest mean scores of 4 were attributed to the statement; Average of 1292 for statement "I usually go the extra mile in my duties" and 4 so 1067 for the statement. The respondents' perception of being productive and efficient in their work can

be rated high, implying that most employees have a positive perception regarding their competence and efficiency in their work. This implies a force which can generally be characterised as motivated, competent and responsive to the objective of the organisation. However, participants' mean score created from the responses was slightly lower and equaled 3. Respondents mean score was 8680 for "I am a valued member of my team and the company" Although this value is greater than that of the first statement and suggests agreement with the statement, the result indicates the need for improvement in terms of promoting togetherness and team membership. This may point to some of the employees seeing or perceiving that they are not fully incorporated into the teams or even unsure of how their contributions greatly contribute towards the success of the firm.

From the administration's point of view, the findings of this study can be useful for improving performance and promoting a culture of high commitment. The positive aspects of self-efficacy and productivity must therefore be enhanced by constantly nurturing the structures that encourage the elements, in this case in the employees.



Source: Prepared by the researcher based on sample data and SPSS27 program

**Fig 3:** The trend of the answers for Employee Performance

**6. Hypothesis testing**

To rigorously test the proposed relationships between leadership styles and both organizational commitment and employee performance, statistical hypothesis testing was employed. This involved utilizing regression analysis to determine the statistical significance of the observed associations. Specifically, the study aimed to assess whether

leadership styles had a statistically significant impact on employee commitment and performance, or whether these relationships were merely coincidental. The results of these statistical tests, presented in the following section, provide evidence to support or refute the proposed hypotheses, shedding light on the true nature of the relationships between leadership styles and these crucial organizational outcomes.

**Table 9:** Results of testing the first hypothesis

Model Summary <sup>b</sup>						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	F-Statistics	Durbin-Watson
2	.495 <sup>a</sup>	.245	.243	.68466	115.05 (0.000)	1.809

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
2	(Constant)	1.944	.196		9.943	.000
	Leadership Styles	.540	.050	.495	10.726	.000

a. Dependent Variable: Employee Performance

Source: Prepared by the researcher based on sample data and SPSS27 program

Table 9 presents the results of testing the first hypothesis, which examines the relationship between leadership styles and employee performance at Asia Cell Iraq. The findings provide evidence to reject the null hypothesis, suggesting a statistically significant relationship between these variables. The Model Summary reveals that leadership styles explain a considerable 24.5% of the variance in employee performance (R Square = .245). The F-statistic (115.05) with a p-value of 0.000 (less than 0.05) strongly indicates a significant effect of leadership styles on employee performance. Additionally, the regression coefficient for Leadership Styles (Beta = .495,

p-value = 0.000) confirms a positive and significant relationship, indicating that as leadership styles become more effective, employee performance is likely to increase. The Durbin-Watson statistic (1.809) suggests that there is no significant autocorrelation in the residuals, supporting the model's assumptions.

In conclusion, the analysis provides strong evidence that leadership styles significantly impact employee performance at Asia Cell Iraq. This finding highlights the importance of effective leadership practices in driving employee productivity and overall organizational success.

**Table 10:** Results of testing the second hypothesis

Model Summary <sup>b</sup>						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	F-Statistic	Durbin-Watson
1	.807 <sup>a</sup>	.652	.647	.52564	206.7 (0.000)	1.970

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.734	.150		11.554	.000
	Leadership Styles	.756	.039	.607	14.379	.000

a. Mediator Variable: Organizational Commitment

Source: Prepared by the researcher based on sample data and SPSS27 program

The results of testing the second hypothesis, presented in Table 10, indicate a statistically significant relationship between leadership styles and organizational commitment among employees at Asia Cell Iraq. The Model Summary shows that leadership styles account for a substantial 65.2% of the variance in organizational commitment (R Square = .652). Furthermore, the F-statistic (206.7) with a p-value of 0.000 (less than the typical significance level of 0.05) strongly rejects the null hypothesis that there is no relationship between these variables. This suggests a significant effect of leadership styles on organizational

commitment. The regression coefficients further confirm this relationship, demonstrating a positive and significant relationship (Beta = .607, p-value = 0.000). This means that as leadership styles become more effective, organizational commitment among employees is likely to increase. The Durbin-Watson statistic (1.970) indicates that there is no significant autocorrelation in the residuals, suggesting that the model's assumptions are met. These findings provide strong evidence to support the conclusion that leadership styles play a crucial role in shaping organizational commitment within Asia Cell Iraq.

**Table 11:** Results of testing the third hypothesis

			Estimate	S.E.	C.R.	P
Organizational Commitment	<---	Leadership Styles	.556	.039	14.399	***
Employee Performance	<---	Organizational Commitment	.680	.059	11.543	***
Employee Performance	<---	Leadership Styles	.162	.054	3.000	.003

Source: Prepared by the researcher based on sample data and AMOS program

Table 11 presents the results of testing the third hypothesis, which investigates the mediating effect of organizational commitment on the relationship between leadership styles and employee performance. The table displays the standardized path coefficients (estimates) along with their standard errors (S.E.), critical ratios (C.R.), and p-values for

each path in the proposed model. The first two rows show the direct effects of leadership styles on organizational commitment (Estimate = .556, p < .001) and organizational commitment on employee performance (Estimate = .680, p < .001), both of which are statistically significant and positive. This indicates that leadership styles have a direct positive

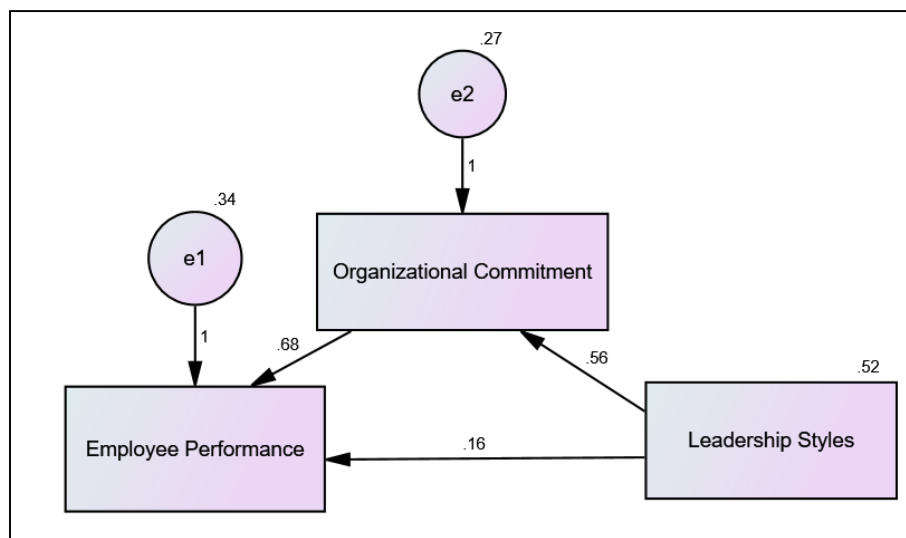
impact on organizational commitment, and organizational commitment, in turn, has a direct positive impact on employee performance. The third row presents the indirect effect of leadership styles on employee performance through organizational commitment (Estimate = .162,  $p < .001$ ), which is also statistically significant. This suggests that leadership styles indirectly influence employee performance through the mediating role of organizational commitment. The findings imply that effective leadership styles not only directly contribute to employee performance but also indirectly influence it through the development of strong organizational commitment among employees.

**Table 12:** Results of Model fit

Model	RMSEA	LO 90	HI 90	PCLOSE
Value	.0045	.002	.007	.351

*Source:* Prepared by the researcher based on sample data and AMOS program

Table 12 presents the model fit indices for the structural equation model used to test the third hypothesis. The Root Mean Square Error of Approximation (RMSEA) is a commonly used measure of model fit, with values closer to zero indicating a better fit. The RMSEA for this model is .0045, which falls within the acceptable range of .05 or less, suggesting a good fit. The 90% confidence interval (LO 90 = .002, HI 90 = .007) for the RMSEA also falls entirely within the acceptable range, further supporting the conclusion of a good fit. The PCLOSE value is the probability of obtaining a chi-square statistic as large as the observed one if the model perfectly fits the data. A higher PCLOSE value (greater than .05) indicates a good fit, as it suggests that the model fits the data well and is not rejected by the statistical test. The PCLOSE value of .351 for this model is well above the .05 threshold, providing additional evidence that the model fits the data well.



*Source:* Prepared by the researcher based on sample data and AMOS program

**Fig 4:** Results of the third hypothesis model

### Conclusions and Recommendations

This study has yielded significant insights into the relationship between leadership styles, organizational commitment, and employee performance at Asia Cell Iraq. The research findings can be summarized as follows:

- **Transformational leadership has a positive influence on organizational commitment and employee performance.** Leaders who exhibit traits of transformational leadership, such as inspirational motivation, intellectual stimulation, and individualized consideration, are more likely to foster a positive work environment, leading to increased employee commitment and higher levels of performance.
- **Organizational commitment serves as a mediating variable in the relationship between leadership styles and employee performance.** This means that the impact of leadership styles on employee performance is strengthened by the presence of a strong organizational commitment.
- **The findings highlight the critical role of leadership in driving organizational success.** Effective leadership practices, particularly transformational leadership, contribute to a positive and productive work environment, enhancing employee motivation,

engagement, and performance.

### Recommendations

Based on the study findings, the following recommendations are proposed for Asia Cell Iraq to enhance its leadership practices and promote a more productive and committed workforce:

- **Invest in leadership development programs:** Implement programs that focus on developing transformational leadership skills within the organization. This can include training on inspirational communication, fostering a shared vision, empowering employees, and encouraging individual growth.
- **Foster a culture of open communication and feedback:** Encourage open communication between leaders and employees, promoting a culture of feedback, recognition, and appreciation. Implement regular feedback mechanisms to gather employee perspectives on leadership practices and address any concerns promptly.
- **Conduct periodic assessments of leadership effectiveness:** Regularly evaluate leadership practices and their impact on employee commitment and performance. This can involve conducting employee

surveys, focus groups, and performance reviews to gather feedback and identify areas for improvement.

By implementing these recommendations, Asia Cell Iraq can further optimize its leadership practices, fostering a more engaged, committed, and high-performing workforce, which will ultimately contribute to the organization's sustained success in the dynamic and competitive telecommunications sector.

## Reference

1. Aina OA, Verma KK. Effect of leadership style on organizational commitment. In 2017 Pan Pacific Microelectronics Symposium (Pan Pacific) IEEE; 2017:1-15.
2. Alamanda S, Setiawan M, Irawanto DW. Leadership styles on employee performance with work satisfaction and organizational commitment as intervening variables. *Jurnal Aplikasi Manajemen*. 2022;20(1):34-42.
3. Al-Daibat B. Impact of leadership styles in organizational commitment. *International Journal of Business and Management Review*. 2017;5(5):25-37.
4. Almutairi DO. The mediating effects of organizational commitment on the relationship between transformational leadership style and job performance. *International Journal of Business and Management*. 2016;11(1):231.
5. Donkor F, Dongmei Z, Sekyere I. The mediating effects of organizational commitment on leadership styles and employee performance in SOEs in Ghana: A structural equation modeling analysis. *SAGE Open*. 2021;11(2):21582440211008894.
6. Firdausijah RT. The influence of leadership style, organizational culture and organizational commitment in improving employee performance. *Oeconomia Copernicana*. 2023;14(1):303-314.
7. Gavya V, Subashini R. The role of leadership styles in fostering organizational commitment among nurses. *SAGE Open*. 2024;14(2):21582440241242531.
8. Junaid MA, Rafique S, Nasir M, Junaid K, Junaid I. The mediating role of organizational commitment between leadership style and employee job performance. *Pakistan Journal of Medical & Health Sciences*. 2023;17(02):105-105.
9. Lucjan K, Szostek D, Balcerzak AP, Rogalska E. Relationships between leadership style and organizational commitment: the moderating role of the system of work. *Economics & Sociology*. 2023;16(4):11-39.
10. Nanjundeswaraswamy TS. The mediating role of job satisfaction in the relationship between leadership styles and employee commitment. *Journal of Economic and Administrative Sciences*. 2023;39(2):286-304.
11. Oyewobi LO. Leadership styles and employees commitment: the mediating role of job satisfaction. *Journal of Facilities Management*; c2022.
12. Purnomo BR, Eliyana A, Pramesti ED. The effect of leadership style, organizational culture and job satisfaction on employee performance with organizational commitment as the intervening variable. *Systematic Reviews in Pharmacy*; 2020:11(10).
13. Qadir KH, Yeşiltaş M. Effect of leadership styles on organizational commitment and performance in small- and medium-sized enterprises in Iraqi Kurdistan. *Social Behavior and Personality: An International Journal*. 2020;48(9):1-12.
14. Raja AS, Palanichamy P. Leadership styles and its impact on organizational commitment. *Asia Pacific Business Review*. 2011;7(3):167-175.
15. Riyadh HA, Nugraheni FR, Ahmed MG. Impact of budget participation and leadership style on managerial performance with organizational commitment as intervening variable. *Cogent Business & Management*. 2023;10(1):2175440.
16. Setiadi MT, Sofi'i I, Wahyudi W, Haryadi D. Dynamic capability of servant leadership as a triggering factor for organizational commitment and employee performance. *International Journal of Applied Finance and Business Studies*. 2023;11(2):246-254.
17. Susanto H, Hamzah S, Somantri M, Farhan A. Study of leadership style on employee performance (organizational motivation and commitment). In *AIP Conference Proceedings*. AIP Publishing; 2023:2736.