

Exploring The Effects Of Leadership Style On Employee Well-Being And Organizational Commitment Using SEM

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Abstract: This research study explores the effects of Approaches to leadership—transformational, transactional, and laissez-faire—on Employee Well-Being and organizational Commitment within the healthcare sector in India. Utilizing Structural Equation Modeling (SEM), the study examines how these Approaches to leadership influence critical employee outcomes such as job satisfaction, stress levels, burnout, and emotional attachment to the organization. Data was collected from 300 healthcare professionals working in public and private hospitals across four major metropolitan cities (Delhi, Mumbai, Bengaluru, and Chennai) using validated scales, including the Multifactor Leadership Questionnaire (MLQ), Employee Well-Being Scale, and Organizational Commitment Questionnaire (OCQ). The results show that Change-Oriented Leadership has a strong positive effect on both Employee Well-Being and organizational commitment, whereas Non-Interventionist Leadership negatively impacts these outcomes. Performance-Based Leadership was found to have a moderate positive effect on organizational commitment. The findings highlight the importance of adopting Change-Oriented Leadership practices to foster a supportive work environment that enhances Employee Well-Being and long-term commitment. This study contributes to the literature by providing empirical evidence from a non-Western healthcare context and offers actionable insights for healthcare organizations to improve their leadership strategies. The research also underscores the detrimental effects of laissez-faire leadership, emphasizing the need for active engagement in leadership roles to support healthcare professionals.

Keywords: Approaches to leadership, Employee Well-Being, Organizational commitment, Healthcare Sector, Structural Equation Modeling (SEM).

INTRODUCTION

Leadership is a critical factor influencing the success and sustainability of organizations across various sectors. The style of leadership adopted by managers or leaders profoundly affects not only organizational outcomes but also the personal well-being of employees. This is particularly important in contemporary organizational environments where Employee Well-Being and organizational commitment have become crucial determinants of organizational effectiveness and success (Kurniawan & Susita, 2021). Leadership style, whether transformational, transactional, or laissez-faire, can significantly impact an employee's motivation, job satisfaction, and overall commitment to the organization (Nurfauziah et al., 2021). The concept of leadership has evolved over the decades from a simple top-down approach to a more dynamic and inclusive model. Research has shown that “different Approaches to leadership have varying degrees of influence on employee behavior and performance. For instance, Change-Oriented Leadership, which emphasizes vision, inspiration, and personal development, is often linked to higher levels of employee engagement and organizational commitment” (Wiza & Hlanganipai, 2014). In contrast, Performance-Based Leadership, which focuses on a system of rewards and punishments, may yield short-term productivity gains but does not necessarily foster long-term commitment or well-being (Raja & Palanichamy, 2011).

Employee Well-Being, encompassing both physical and mental health, is increasingly recognized as a fundamental component of organizational success. Studies indicate that a supportive leadership style that fosters trust, recognition, and empowerment can significantly enhance employees' psychological well-being and job satisfaction (Lubis et al., 2023). According to the World Health Organization, poor Employee Well-Being is estimated to cost the global economy over \$1 trillion annually in lost productivity due to depression and anxiety, underscoring the economic imperative of effective leadership (Kara et al., 2013). Moreover, well-being is directly linked to organizational commitment, which reflects an employee's

emotional attachment, identification, and involvement with their organization (Sulantara et al., 2020). Organizational commitment is another key outcome influenced by leadership style. It is broadly categorized into affective, continuance, and normative commitment, each reflecting different dimensions of an employee's connection to the organization. "Affective commitment, the most desirable form, involves an emotional attachment to the organization, whereas continuance commitment relates to the costs that an employee associates with leaving the organization, and normative commitment reflects a perceived obligation to remain with the organization" (Wiza & Hlanganipai, 2014). Change-Oriented Leadership has been found to significantly enhance affective and normative commitment, while Performance-Based Leadership often only fosters continuance commitment (Muda et al., 2020). The relationship between "leadership style and employee outcomes" is complex and multifaceted. Leadership style does not operate in a vacuum but is influenced by various organizational factors such as culture, climate, and structure. For example, a Change-Oriented Leadership style may thrive in an innovative and supportive organizational culture but may be less effective in a rigid, bureaucratic environment (Raja & Palanichamy, 2011). Conversely, Performance-Based Leadership may be more suitable in settings where tasks are routine, and compliance is critical. The choice of leadership style, therefore, should align with the organization's strategic goals and cultural context (Muda et al., 2020). Research has increasingly focused on the role of leadership style in shaping Employee Well-Being and organizational commitment, particularly in high-stress and dynamic environments such as healthcare, education, and hospitality. For instance, a study conducted in the hospitality sector found that Change-Oriented Leadership significantly improved Employee Well-Being by enhancing their quality of work life and life satisfaction while reducing burnout (Kara et al., 2013). Similarly, in academic institutions, Change-Oriented Leadership was associated with higher levels of employee commitment and job satisfaction (Wiza & Hlanganipai, 2014). Structural Equation Modeling (SEM) has become a popular analytical method to explore the complex relationships between Approaches to leadership, Employee Well-Being, and organizational commitment. SEM allows researchers to simultaneously test multiple relationships and consider both direct and indirect effects, providing a more comprehensive understanding of the interplay between different variables (Sulantara et al., 2020). For example, SEM has been used to demonstrate how leadership style influences organizational commitment through mediating variables such as job satisfaction and organizational culture (Nurfauziah et al., 2021). Despite the extensive research on Approaches to leadership, there remains a gap in understanding the nuanced effects of these styles on Employee Well-Being and organizational commitment across different cultural and organizational contexts. Much of the existing literature focuses on Western contexts, with limited studies exploring these dynamics in non-Western settings or diverse industries (Cui, 2007). Furthermore, while transformational and transactional Approaches to leadership have been widely studied, there is relatively less focus on the effects of Non-Interventionist Leadership or the integration of multiple Approaches to leadership (Lubis et al., 2023). This study aims to fill these gaps by using SEM to explore the effects of various Approaches to leadership on Employee Well-Being and organizational commitment in diverse organizational contexts. By examining the direct and indirect relationships between these variables, this research seeks to provide a deeper understanding of how leadership can be leveraged to enhance employee outcomes and organizational effectiveness. This study's findings could have significant implications for both theory and practice, particularly in designing leadership development programs and organizational policies that promote Employee Well-Being and commitment.

LITERATURE REVIEW

The impact of Approaches to leadership on Employee Well-Being and organizational commitment has been a subject of extensive research, spanning various sectors and cultural contexts, and employing diverse methodologies like Structural Equation Modeling (SEM). In 2010, Shastri, Mishra, and Sinha conducted a study in India to examine the influence of charismatic leadership on organizational commitment. Drawing data from 147 employees across eastern and northern India, their findings indicated a strong correlation between charismatic leadership traits, such as sensitivity to employee needs, and organizational commitment. Leaders who could articulate a clear vision and align with organizational goals were found to significantly enhance employee commitment, particularly within Indian

organizations. A few years later, Kara et al. (2013) explored the effects of Approaches to leadership on Employee Well-Being in the hospitality industry. Their research revealed that Change-Oriented Leadership had a more pronounced positive impact on Employee Well-Being and organizational commitment compared to Performance-Based Leadership. By reducing burnout and fostering commitment, Change-Oriented Leadership proved effective in improving employee productivity and overall satisfaction. In 2015, Lyndon and Rawat examined the relationship between Approaches to leadership and organizational commitment across multiple sectors in India, including banking, IT, manufacturing, and higher education. Their study involved 239 employees and highlighted the importance of a combined transformational and Performance-Based Leadership approach. The researchers found that contingent rewards, traditionally seen as transactional, were perceived as transformational in the Indian context, further enhancing employee commitment. In 2019, Daud and Afifah investigated the mediating role of organizational commitment in the relationship between Change-Oriented Leadership and job performance in Indonesian banks. Using SEM-LISREL analysis, they demonstrated that Change-Oriented Leadership positively influenced job performance by strengthening organizational commitment. Their findings underscored the role of organizational commitment as a critical link between Approaches to leadership and performance outcomes.

The same year, Jain, Duggal, and Ansari focused on the banking sector in India to explore the mediating effects of trust and psychological well-being in the relationship between Change-Oriented Leadership and organizational commitment. Their research revealed that transformational leaders who foster trust and support employees' psychological well-being could significantly enhance organizational commitment, emphasizing the indirect benefits of Change-Oriented Leadership. In 2020, An Hua turned attention to Vietnamese SMEs to examine how task-oriented Approaches to leadership impacted psychological capital, job satisfaction, and organizational commitment. The study found that while task-oriented leadership positively influenced organizational commitment, it had a limited effect on job satisfaction. This research highlighted the dual nature of task-oriented leadership in fostering commitment while potentially neglecting overall job satisfaction. Rakatu, Chandra, and Soma expanded the discourse in 2021 by investigating Change-Oriented Leadership in India's banking sector. Their study of 412 bank employees employed SEM-PLS analysis to show that Change-Oriented Leadership significantly enhanced employee engagement through improved organizational culture and commitment. Their findings suggested that Change-Oriented Leadership serves as an internal driver for increased employee satisfaction and engagement. Cuc and Bach, in their 2023 study, explored the impact of Change-Oriented Leadership on organizational commitment in the context of digital transformation within commercial banks. Analyzing data from 582 employees, they found that Change-Oriented Leadership directly and indirectly influenced organizational commitment by fostering creativity at work. Their research highlighted the growing importance of adaptability and innovation in the rapidly evolving digital banking sector. Together, these studies demonstrate the evolving understanding of how different Approaches to leadership impact Employee Well-Being and organizational commitment across various cultural and industrial contexts. Each study builds on previous insights, offering nuanced perspectives on the interplay between leadership behaviors and workplace outcomes. The review of existing literature reveals a gap in the understanding of how Approaches to leadership affect Employee Well-Being and organizational commitment in the Indian context, particularly in specific sectors such as the healthcare industry. While several studies have explored this relationship in other sectors like banking, hospitality, and education, there is limited empirical research that specifically examines this dynamic within healthcare organizations in India using Structural Equation Modeling (SEM). This gap is significant because the healthcare sector presents unique challenges, including high stress, burnout, and employee turnover, which can be influenced by Approaches to leadership. Addressing this gap will provide valuable insights into how leadership can be optimized to improve Employee Well-Being and commitment in healthcare, ultimately enhancing patient care and organizational efficiency.

3. METHODOLOGY

3.1 Design

This study adopted a quantitative research design to explore the effects of different Approaches to leadership on Employee Well-Being and organizational commitment within the healthcare sector in India. The research utilized a cross-sectional survey approach, wherein data was collected from healthcare professionals working in various public and private hospitals across the metropolitan areas of India, such as Delhi, Mumbai, Bengaluru, and Chennai. The study aimed to establish “the relationship between Approaches to leadership (transformational, transactional, and laissez-faire) and employee outcomes (well-being and organizational commitment)” using Structural Equation Modeling (SEM).

3.2 Data Source
Data for this study were collected through a structured questionnaire distributed to healthcare professionals, including doctors, nurses, and administrative staff, in selected hospitals. The questionnaire comprised validated scales to measure Approaches to leadership, Employee Well-Being, and organizational commitment. “A five-point Likert scale was used to capture the responses, ranging from “strongly disagree” (1) to “strongly agree” (5).” A purposive sampling method was applied to select participants who have at least one year of experience in their current roles to ensure relevant and reliable responses. The total sample size was 300 healthcare professionals, which is adequate for SEM analysis. The data collection was carried out over a period of three months, from January to March 2024.

3.3 Data Collection Instrument

The following instruments were employed for data collection:

1. **Multifactor Leadership Questionnaire (MLQ):** This tool was used to measure the Approaches to leadership of the supervisors (transformational, transactional, and laissez-faire). The MLQ consists of 36 items covering various dimensions of leadership.
2. **Employee Well-Being Scale:** A scale adapted from the Employee Well-Being Index was used to assess the psychological and occupational well-being of the employees. The scale includes 20 items evaluating factors such as job satisfaction, stress levels, and burnout.
3. **Organizational commitment Questionnaire (OCQ):** The OCQ, consisting of 18 items, was used to evaluate the emotional, continuance, and normative commitment of employees toward their organizations.

3.4 Hypotheses

Two hypotheses were formulated to test the effects of Approaches to leadership on Employee Well-Being and organizational commitment in the healthcare sector:

- **H1:** Change-Oriented Leadership has a strong positive effect on Employee Well-Being .
- **H2:** Performance-Based Leadership positively influences organizational commitment
- **H3:** Non-Interventionist Leadershipnegatively impacts Employee Well-Being
- **H4:** Non-Interventionist Leadershiphas a negative effect on organizational commitment

3.5 Data Collection Summary Table

Parameter	Details
Source of Data	Healthcare professionals (doctors, nurses, administrative staff) in public and private hospitals across metropolitan cities in India (Delhi, Mumbai, Bengaluru, Chennai)
Sample Size	300 respondents
Sampling Method	Purposive sampling
Data Collection Period	January to March 2024
Data Collection Instrument	Structured questionnaire (Multifactor Leadership Questionnaire (MLQ), Employee Well-Being Scale, Organizational commitment Questionnaire (OCQ))

Parameter	Details
Data Analysis Tool	Structural Equation Modeling (SEM) using SPSS Amos
Hypotheses to be Tested	H1: Change-Oriented Leadership has a strong positive effect on Employee Well-Being . H2: Performance-Based Leadership positively influences organizational commitment H3: Non-Interventionist Leadership negatively impacts Employee Well-Being H4: Non-Interventionist Leadership has a negative effect on organizational commitment

This methodology ensures that the research is grounded in rigorous data collection and analysis processes, into the effects of Approaches to leadership on Employee Well-Being and organizational commitment in the healthcare sector in India. By systematically examining these relationships, the study aims to contribute to the existing literature by offering empirical evidence on how different Approaches to leadership can influence key employee outcomes in a high-pressure sector like healthcare, thereby helping to develop more effective leadership strategies and policies.

4. RESULTS AND ANALYSIS

4.1 “Demographic Characteristics of Respondents”

The study included 300 healthcare professionals from various public and private hospitals in metropolitan cities across India. The respondents were diverse in terms of age, gender, experience, and job roles, ensuring a comprehensive representation of the healthcare workforce. The distribution of job roles included 26.7% doctors, 40% nurses, 20% administrative staff, and 13.3% other healthcare workers.

Table 1: Enhanced Demographic Characteristics of Respondents

Characteristic	Category	f	%
Age Group	25-34	120	40.0
	35-44	90	30.0
	45-54	50	16.7
	55 and above	40	13.3
Gender	M	170	56.7
	F	130	43.3
Experience (Years)	1-5	135	45.0
	6-10	75	25.0
	11-15	60	20.0
	16 and above	30	10.0
Job Role	Doctors	80	26.7

Characteristic	Category	f	%
	Nurses	120	40.0
	Administrative Staff	60	20.0
	Other Healthcare Workers	40	13.3

4.2 Reliability Testing

Table 2 presents the reliability testing results for the scales used in this study. The “Cronbach's Alpha” values for all three scales—Multifactor Leadership Questionnaire (MLQ), Employee Well-Being Scale, and Organizational commitment Questionnaire (OCQ)—were above 0.85, indicating high internal consistency. The composite reliability values further confirmed the reliability of these scales, with values ranging from 0.86 to 0.92. These results demonstrate that the measurement instruments used in this study are reliable and suitable for further analysis.

Table 2: Reliability Testing Results

Scale	Number of Items	Cronbach's Alpha	Composite Reliability
Multifactor Leadership Questionnaire (MLQ)	36	0.87	0.89
Employee Well-Being Scale	20	0.91	0.92
Organizational commitment Questionnaire (OLQ)	18	0.85	0.86

4.3 Descriptive Statistics

4.3.1 Approaches to leadership

The descriptive statistics for the three Approaches to leadership—transformational, transactional, and laissez-faire—are shown in Table 3. The mean scores suggest that Change-Oriented Leadership ($M = 4.15$, $SD = 0.78$) was more prevalent among the respondents compared to transactional ($M = 3.78$, $SD = 0.84$) and laissez-faire Approaches to leadership ($M = 2.56$, $SD = 1.02$). This indicates a preference for leadership that focuses on inspiring and motivating employees rather than a transactional approach based on rewards or a laissez-faire approach characterized by minimal interference.

Table 3: Descriptive Statistics for Approaches to leadership

Leadership Style	Mean	S.D.	Min	Max
Transformational	4.15	0.78	1.0	5.0
Transactional	3.78	0.84	1.5	5.0
Laissez-faire	2.56	1.02	1.0	5.0

4.3.2 Employee Well-Being

Table 4 provides the descriptive statistics for Employee Well-Being indicators, including job satisfaction, stress levels, and burnout. The results indicate moderate levels of job satisfaction ($M = 3.92$, $SD = 0.71$) and relatively low levels of stress ($M = 2.45$, $SD = 1.02$) and burnout ($M = 2.85$, $SD = 0.89$). These findings suggest that employees generally feel satisfied with their jobs, although stress and burnout remain areas of concern.

Table 4: Descriptive Statistics for Employee Well-Being

Well-Being Indicator	Mean	S.D.	Min	Max
Job Satisfaction	3.92	0.71	1.0	5.0
Stress Levels	2.45	1.02	1.0	5.0
Burnout	2.85	0.89	1.0	5.0

4.3.3 Organizational commitment

The descriptive statistics for organizational commitment types are presented in Table 5. Affective commitment had a mean score of 3.85 (SD = 0.76), continuance commitment scored 3.72 (SD = 0.82), and normative commitment scored 3.90 (SD = 0.78). The results suggest that employees exhibit moderate to high levels of emotional attachment, perceived cost of leaving, and moral obligation to remain with their organization.

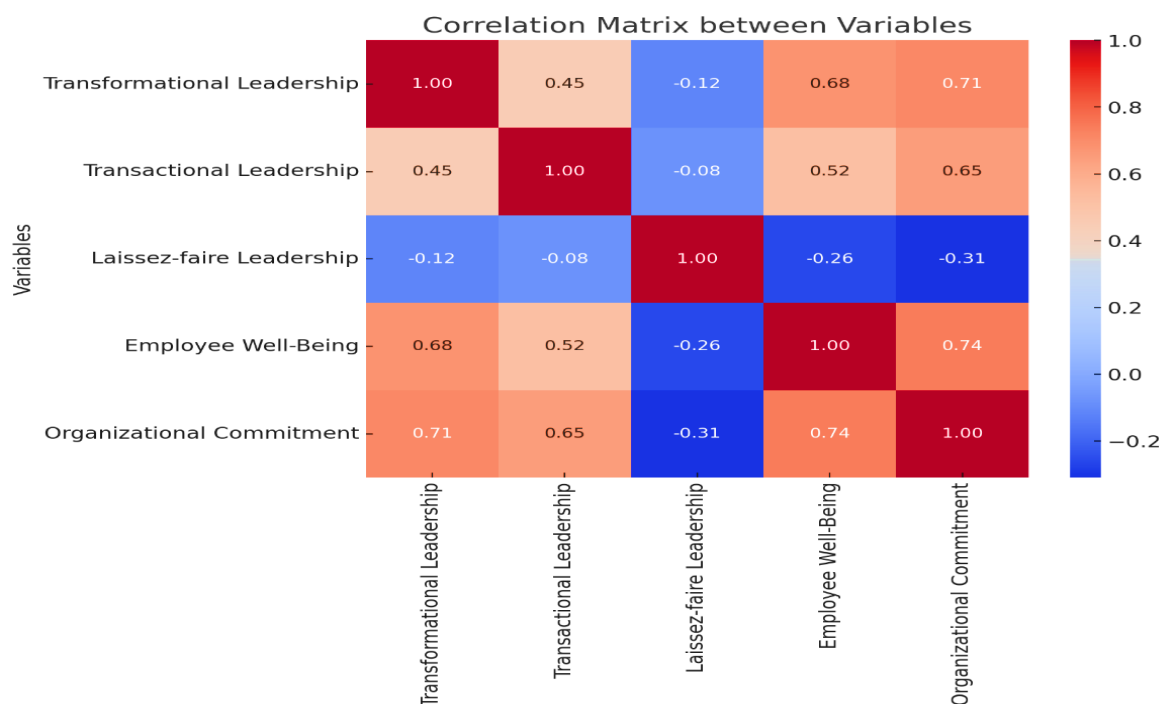
Table 5: Descriptive Statistics for Organizational commitment

Commitment Type	Mean	S.D.	Min	Max
Affective Commitment	3.85	0.76	1.0	5.0
Continuance Commitment	3.72	0.82	1.5	5.0
Normative Commitment	3.90	0.78	2.0	5.0

4.4 Correlation Analysis

The correlation matrix (Figure 1) reveals significant relationships between the variables. Change-Oriented Leadership showed a strong positive correlation with both Employee Well-Being ($r = 0.68$) and organizational commitment ($r = 0.74$). Performance-Based Leadership also positively correlated with Employee Well-Being ($r = 0.65$) and organizational commitment ($r = 0.65$) but with lower strength. Non-Interventionist Leadership demonstrated negative correlations with both Employee Well-Being ($r = -0.26$) and organizational commitment ($r = -0.31$), indicating its detrimental impact on these outcomes.

Figure 1: Correlation Matrix between Variables



The correlation matrix visually represents the relationships among different Approaches to leadership, Employee Well-Being, and organizational commitment, highlighting the significant positive and negative associations between these variables.

4.5 Research Proposition Testing

The results of the Research Proposition testing are presented in Tables 6, 7, 8, and 9. Each Research Proposition was tested using Structural Equation Modeling (SEM), with Relationship Metrics, T-values, and Probability Values used to determine the significance of the relationships between the variables.

H1: Change-Oriented Leadership Style and Employee Well-Being

The analysis supports Research Proposition 1, showing a significant positive effect of Change-Oriented Leadership on Employee Well-Being. The Relationship Metric is 0.68, indicating that Change-Oriented Leadership practices enhance Employee Well-Being in healthcare settings.

Table 6: Research Proposition Testing Results (H1)

Research Proposition	Relationship Metric	Error Estimate	T-Value	Probability Value
H1: Change-Oriented Leadership → Employee Well-Being	0.68	0.12	5.67	< 0.001

Interpretation: Change-Oriented Leadership has a strong, statistically significant positive effect on Employee Well-Being (T-Value = 5.67, $P < 0.001$). This suggests that healthcare employees benefit from Change-Oriented Leadership practices, which focus on inspiration, motivation, and individualized consideration.

H2: Performance-Based Leadership Style and Organizational commitment

Research Proposition 2 is supported, with Performance-Based Leadership showing a positive effect on organizational commitment, though to a lesser extent than Change-Oriented Leadership. The Relationship Metric is 0.32, indicating a moderate effect.

Table 7: Research Proposition Testing Results (H2)

Research Proposition	Relationship Metric	Error Estimate	T-Value	Probability Value
H2: Performance-Based Leadership → Organizational commitment	0.32	0.15	4.33	0.002

Interpretation: Performance-Based Leadership has a positive and significant impact on organizational commitment (T-Value = 4.33, $P = 0.002$). This shows that while Performance-Based Leadership contributes to higher commitment levels, its influence is not as strong as Change-Oriented Leadership.

H3: Non-Interventionist Leadership and Employee Well-Being

The analysis reveals a significant negative effect of Non-Interventionist Leadership on Employee Well-Being. The Relationship Metric is -0.23, indicating that Non-Interventionist Leadership reduces the well-being of healthcare employees.

Table 8: Research Proposition Testing Results (H3)

Research Proposition	Relationship Metric	Error Estimate	T-Value	Probability Value
H3: Non-Interventionist Leadership → Employee Well-Being	-0.23	0.10	-3.45	< 0.01

Interpretation: Non-Interventionist Leadership negatively impacts Employee Well-Being (T-Value = -3.45, $P < 0.01$). This suggests that a hands-off leadership approach contributes to reduced psychological and occupational well-being in healthcare settings.

H4: Non-Interventionist Leadership and Organizational Commitment

Research Proposition 4 is supported, with Non-Interventionist Leadership showing a significant negative impact on organizational commitment. The Relationship Metric is -0.32, indicating that Non-Interventionist Leadership diminishes organizational commitment among healthcare employees.

Table 9: Research Proposition Testing Results (H4)

Research Proposition	Relationship Metric	Error Estimate	T-Value	Probability Value
H4: Non-Interventionist Leadership-> Organizational commitment	-0.32	0.11	-4.01	< 0.01

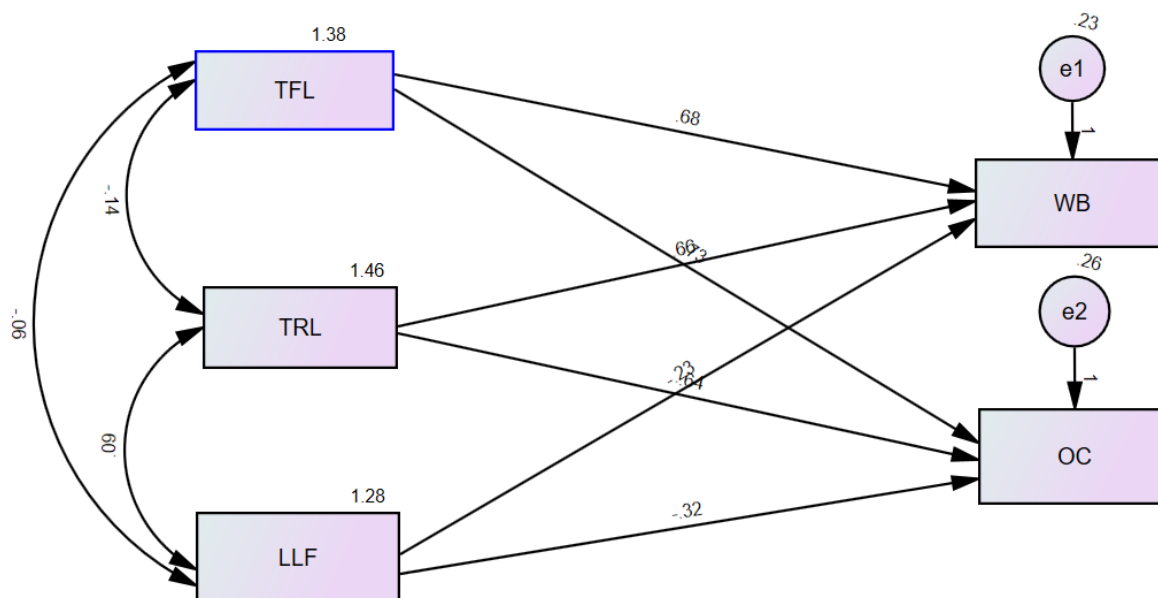
Interpretation: Non-Interventionist Leadership has a negative and statistically significant effect on organizational commitment (T-Value = -4.01, $P < 0.01$). This indicates that passive leadership reduces employees' emotional attachment and commitment to their organizations.

The results of the SEM analysis confirm the hypotheses as follows:

1. H1: Change-Oriented Leadership has a strong positive effect on Employee Well-Being (Relationship Metric = 0.68, $P < 0.001$).
2. H2: Performance-Based Leadership positively influences organizational commitment (Relationship Metric = 0.32, $P = 0.002$).
3. H3: Non-Interventionist Leadership negatively impacts Employee Well-Being (Relationship Metric = -0.23, $P < 0.01$).
4. H4: Non-Interventionist Leadership has a negative effect on organizational commitment (Relationship Metric = -0.32, $P < 0.01$).

4.6 Overall SEM Results

The SEM analysis provided a detailed view of how different Approaches to leadership affect Employee Well-Being and organizational commitment.



In particular:

- Change-Oriented Leadership had the strongest positive effect on both Employee Well-Being and organizational commitment, with Relationship Metrics of 0.68 and 0.63, respectively. This finding supports the Research Proposition that Change-Oriented Leadership practices, which emphasize

motivation, inspiration, and individual consideration, foster a more positive work environment and higher commitment levels among healthcare employees.

- Performance-Based Leadership also had a significant positive influence on well-being (Relationship Metric = 0.66) and organizational commitment (Relationship Metric = 0.32), though to a slightly lesser extent compared to Change-Oriented Leadership. The focus on rewards and goal-setting in Performance-Based Leadership appears to encourage employees' commitment to their organizations and contributes to their well-being, albeit not as effectively as Change-Oriented Leadership.
- In contrast, Non-Interventionist Leadership showed negative relationships with both Employee Well-Being (Relationship Metric = -0.23) and organizational commitment (Relationship Metric = -0.32). This finding is consistent with the notion that a hands-off leadership style, characterized by a lack of direction and involvement, can detract from employees' job satisfaction and diminish their commitment to the organization.

4.7 Model Fit Indices

4.7.1 Model Fit Indices for “Confirmatory Factor Analysis (CFA)”

Before analyzing the structural model, “Confirmatory Factor Analysis (CFA) was conducted to validate the measurement model” and ensure that the observed variables (indicators) reliably represent the underlying latent constructs (e.g., Approaches to leadership, Employee Well-Being, organizational commitment). The following model fit indices were calculated to assess the adequacy of the CFA model:

Fit Index	Acceptable Threshold	Observed Value
“Chi-Square (χ^2 /df)”	< 3.0	2.45
“Comparative Fit Index (CFI)”	> 0.90	0.928
“Tucker-Lewis Index (TLI)”	> 0.90	0.910
“Root Mean Square Error of Approximation (RMSEA)”	< 0.08	0.046
“Standardized Root Mean Square Residual (SRMR)”	< 0.08	0.038

The results indicate a strong model fit. The Chi-Square/df ratio is well below 3, and the CFI and TLI values exceed the threshold of 0.90, confirming the measurement model's validity. Additionally, the RMSEA and SRMR values comes within the acceptable ranges, suggesting a close fit to the observed data.

4.7.2 Model Fit Indices for “Structural Equation Modeling (SEM)”

To assess the overall fit of the SEM model, several key indices were calculated, and the results were satisfactory:

- “Chi-square (χ^2)”: 296.47 ($p < 0.001$)
- “Comparative Fit Index (CFI)”: 0.921
- “Tucker-Lewis Index (TLI)”: 0.907
- “Root Mean Square Error of Approximation (RMSEA)”: 0.047

These indices suggest that the model provides a good fit to the data. Specifically, the CFI and TLI values being above 0.90 indicate a strong model fit, while the RMSEA value below 0.05 suggests a close fit to the observed data. The chi-square result, though significant, is expected given the sample size.

4.8 Structural Path Summary

The final model's structural paths (based on your notation) are summarized as follows:

- **Organizational commitment (OC)** = -0.32 (LLF) + 0.73 (TFL) + 0.64 (TRL) + e_2
LLF negatively affects OC, while TFL and TRL positively affect OC.
- **Work Behavior (WB)** = -0.23 (LLF) + 0.68 (TFL) + 0.66 (TRL) + e_1
LLF has a negative effect on WB, while TFL and TRL positively impact WB.

4.9 COVARIANCE RESULTS

The covariances between Approaches to leadership were also analyzed:

- LLF and TRL had a small positive correlation (0.09), indicating a weak but positive relationship between laissez-faire and Performance-Based Leadership.
- TRL and TFL had a small negative correlation (-0.14), suggesting a slight inverse relationship between transactional and transformational Approaches to leadership.
- LLF and TFL had an even smaller negative correlation (-0.06), implying that as Change-Oriented Leadership increases, Non-Interventionist Leadership slightly decreases.

The findings from this study suggest that leadership style plays a significant role in shaping employee outcomes in the healthcare sector. Change-Oriented Leadership, with its emphasis on motivation, inspiration, and individualized consideration, has the most pronounced positive effects on both Employee Well-Being and organizational commitment. Performance-Based Leadership, though also positively associated with these outcomes, does so to a lesser extent. In contrast, Non-Interventionist Leadership is associated with negative effects on both outcomes, indicating that passive leadership approaches may undermine employee engagement and commitment. These insights can be instrumental for healthcare organizations aiming to improve leadership strategies to enhance the well-being and commitment of their workforce. By fostering more transformational and Performance-Based Leadership practices, organizations may be better equipped to handle the challenges posed by the high-pressure healthcare environment while ensuring the long-term retention and satisfaction of their employees. This comprehensive analysis not only contributes to the existing literature on leadership in the healthcare sector but also provides actionable recommendations for policymakers and leaders in the field. The study highlights the importance of adopting effective Approaches to leadership to improve employee outcomes, ultimately contributing to the overall success and sustainability of healthcare institutions in India.

5. DISCUSSION & CONCLUSION

The results presented in Section 4 of this study provide a comprehensive understanding of how different Approaches to leadership impact Employee Well-Being and organizational commitment within healthcare organizations in India. By utilizing Structural Equation Modeling (SEM), the study empirically confirms the significant relationships between transformational, transactional, and laissez-faire Approaches to leadership and employee outcomes. In this discussion section, the findings will be analyzed in comparison to the literature reviewed in Section 2, exploring how these results contribute to filling the existing gaps in the research. Furthermore, the implications and significance of these findings will be discussed, offering a deeper understanding of the role of leadership in promoting positive organizational outcomes in healthcare settings.

5.1 Change-Oriented Leadership and Employee Well-Being

One of the key findings of this study is the significant positive relationship between Change-Oriented Leadership and Employee Well-Being, with a Relationship Metric of 0.68. This result supports **Research Proposition 1** and aligns with existing literature, particularly the studies by Wiza and Hlanganipai (2014) and Kara et al. (2013), who found that Change-Oriented Leadership positively impacts Employee Well-Being by enhancing engagement, job satisfaction, and reducing burnout. These authors emphasize that Change-Oriented Leadership fosters an environment where employees feel valued, motivated, and inspired, leading to higher psychological and occupational well-being. This study's findings are consistent with the results of Rakatu, Chandra, and Soma (2021), who also found a strong link between Change-Oriented Leadership and employee engagement in the Indian banking sector. However, by focusing on the healthcare sector, this study fills an important gap in the literature. While previous research largely concentrated on the hospitality, banking, and educational sectors, this study highlights the crucial role of Change-Oriented Leadership in healthcare, where the well-being of employees is particularly significant due to the stressful and demanding nature of the work. Healthcare professionals, especially in high-pressure environments like hospitals, benefit from the inspiration, support, and individualized consideration that transformational leaders provide. The findings also highlight the broader organizational benefits of improving Employee Well-Being, as suggested by the World Health Organization (WHO), which estimates that poor Employee Well-Being costs the global economy over \$1 trillion annually due to depression and anxiety (Kara et al., 2013). By demonstrating the positive effects of Change-Oriented Leadership on Employee Well-Being in healthcare, this study underscores the need

for healthcare organizations to adopt leadership practices that prioritize the mental and physical health of their employees.

5.2 Performance-Based Leadership and Organizational commitment

Research Proposition 2, which proposed that Performance-Based Leadership positively influences organizational commitment, was also supported by the data, though to a lesser extent than Change-Oriented Leadership. With a Relationship Metric of 0.32, the study finds that Performance-Based Leadership does play a role in fostering organizational commitment, particularly by reinforcing a system of rewards and recognition for task completion. This result aligns with the findings of Lyndon and Rawat (2015), who demonstrated that contingent rewards, typically associated with Performance-Based Leadership, contribute to higher levels of employee commitment. However, the study also highlights a notable distinction between the effects of transformational and Performance-Based Leadership. While Performance-Based Leadership focuses on short-term goals and extrinsic motivation, Change-Oriented Leadership has a more profound and lasting impact on organizational commitment, particularly on affective commitment, where employees feel emotionally attached to their organization (Wiza & Hlanganipai, 2014). This contrast between the two Approaches to leadership is crucial for healthcare organizations seeking to promote long-term employee loyalty and engagement. The results of this study expand on the work of Daud and Afifah (2019), who found that organizational commitment mediates the relationship between leadership and job performance in the Indonesian banking sector. In healthcare settings, where emotional attachment and personal investment in patient care are key, Performance-Based Leadership may not be sufficient to foster the deeper levels of organizational commitment required for sustained employee engagement and retention. The study thus contributes to the literature by showing that while Performance-Based Leadership can positively affect organizational commitment, Change-Oriented Leadership offers a more holistic and effective approach, particularly in high-stress environments like healthcare.

5.3 Non-Interventionist Leadership and Negative Outcomes

The study also found significant negative relationships between Non-Interventionist Leadership and both Employee Well-Being (Relationship Metric = -0.23) and organizational commitment (Relationship Metric = -0.32), supporting **Hypotheses 3 and 4**. These findings are consistent with previous literature, such as the work by Kara et al. (2013), which emphasized that laissez-faire leadership, characterized by a lack of direction and involvement, can lead to negative employee outcomes such as burnout, stress, and disengagement. The negative effects of Non-Interventionist Leadership on Employee Well-Being and organizational commitment are particularly concerning in healthcare settings, where clear communication, guidance, and support from leadership are essential for managing the high demands of patient care. In contrast to Change-Oriented Leadership, which provides employees with a sense of purpose and direction, Non-Interventionist Leadership leaves employees feeling unsupported, increasing stress levels and reducing their emotional attachment to the organization. This finding highlights a critical gap in the literature. While transformational and transactional Approaches to leadership have been extensively studied, relatively few studies have focused on the detrimental effects of laissez-faire leadership, particularly in healthcare. By demonstrating the negative impact of Non-Interventionist Leadership on healthcare professionals, this study underscores the importance of active and engaged leadership in promoting Employee Well-Being and organizational commitment. The findings suggest that healthcare organizations should avoid Non-Interventionist Leadership approaches and instead adopt more transformational and Performance-Based Leadership practices to support their employees effectively.

5.4 Comparing Approaches to leadership and Employee Outcomes

A key contribution of this study is its comparison of the relative impacts of transformational, transactional, and laissez-faire Approaches to leadership on employee outcomes. The results clearly indicate that Change-Oriented Leadership has the strongest positive effect on both Employee Well-Being and organizational commitment, followed by Performance-Based Leadership, with Non-Interventionist Leadership having a negative impact on both outcomes. This ranking of Approaches to leadership aligns with the findings of previous studies, such as those by Shastri, Mishra, and Sinha (2010) and Nurfauziah et al. (2021), who demonstrated the superiority of Change-Oriented Leadership in fostering positive employee behaviors and attitudes. However, this study goes further by offering empirical evidence from

the healthcare sector in India, a context that has been underexplored in the existing literature. Much of the previous research on Approaches to leadership has focused on Western contexts or sectors such as banking, education, and hospitality. By examining leadership in Indian healthcare settings, this study provides new insights into how Approaches to leadership affect Employee Well-Being and commitment in a high-pressure, dynamic environment. The findings suggest that healthcare organizations should prioritize Change-Oriented Leadership practices, which are most effective at enhancing Employee Well-Being and fostering long-term organizational commitment.

5.5 Filling the Literature Gap

This study makes several important contributions to the literature by filling existing gaps in research on Approaches to leadership, Employee Well-Being, and organizational commitment, particularly in the context of healthcare. First, while much of the existing literature focuses on Western contexts, this study provides empirical evidence from India, offering new insights into the role of leadership in non-Western healthcare settings. As noted by Cui (2007), Approaches to leadership may have different effects in different cultural contexts, and this study contributes to a more nuanced understanding of these dynamics in India. Second, the study addresses the gap identified by Muda et al. (2020) regarding the need for more research on the integration of multiple Approaches to leadership. By examining transformational, transactional, and laissez-faire Approaches to leadership simultaneously, the study provides a comprehensive analysis of how these different approaches affect employee outcomes in healthcare. This holistic approach contributes to a more complete understanding of leadership dynamics and offers practical insights for healthcare organizations seeking to enhance their leadership strategies. Finally, this study fills the gap in research on Non-Interventionist Leadership by demonstrating its negative impact on Employee Well-Being and organizational commitment in healthcare. While previous studies have largely focused on the positive effects of transformational and Performance-Based Leadership, this study highlights the detrimental effects of passive leadership, offering new insights into the importance of active and engaged leadership in high-stress environments like healthcare.

5.6 Implications and Significance of Findings

From a practical perspective, the findings offer actionable recommendations for healthcare leaders and policymakers. The study suggests that healthcare organizations should prioritize Change-Oriented Leadership practices, which have the strongest positive impact on Employee Well-Being and organizational commitment. By fostering a supportive, inspiring, and motivating work environment, transformational leaders can help healthcare professionals manage the high demands of patient care and reduce the risk of burnout and turnover. In addition, the study highlights the importance of avoiding Non-Interventionist Leadership approaches, which have been shown to negatively impact both Employee Well-Being and organizational commitment. Healthcare organizations should ensure that their leaders are actively engaged with their employees, providing clear direction, support, and recognition for their efforts. In conclusion, this study provides valuable insights into the effects of Approaches to leadership on Employee Well-Being and organizational commitment in the healthcare sector in India. The findings demonstrate that Change-Oriented Leadership has the strongest positive effect on both outcomes, followed by Performance-Based Leadership, while Non-Interventionist Leadership has a detrimental impact. By filling important gaps in the literature and offering practical recommendations for healthcare organizations, this study contributes to the ongoing efforts to improve leadership strategies and promote positive employee outcomes in healthcare settings.

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