

EXPLORING LEADERSHIP STYLES, BEHAVIOUR AND EMPLOYEES' COMMITMENT IN ENHANCING ORGANIZATIONAL PERFORMANCE IN PAKISTAN

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ABSTRACT

The need for global organizations has arisen in response to fast population increase and the critical role of leadership styles and behaviors in encouraging organizational effectiveness. Recognizing the significance of this phenomenon, both researchers and policymakers have emphasized its critical importance. Research investigates the influence of ethical leadership style, spiritual leadership style, and leadership behavior in enhancing organizational performance in Pakistan. Additionally, the study explores the moderating role of employees' commitment in the relationships between these leadership styles, leadership behaviors, and organizational performance. Questionnaires were distributed to top officials from various Pakistani organizations to collect data. The SPSS-AMOS statistical program was used to investigate the correlations between the variables. The study found a link between ethical leadership style, spiritual leadership style, leadership conduct, and organizational success in Pakistan. Moreover, the research demonstrated that employees' commitment significantly moderates these relationships, amplifying their influence on organizational performance. These findings are helpful for academics and policymakers because they offer concrete ideas for increasing organizational performance via the deliberate adoption of successful leadership styles and behaviors.

Keywords: Ethical Leadership (EL), Spiritual Leadership (SL), Leadership Behavior (LB), Employees' Commitment (EC) and Organizational Performance (OP).

INTRODUCTION

As Pakistan navigates the complex dynamics of economic growth, globalization, and technological breakthroughs, the country's organizational sector finds itself at a crossroads (Shah & Khan, 2023). The path of economic progress is formed not just by the difficulties

posed by globalization and fast technical innovation, but also by the leadership principles that guide individual firms (Khan et al., 2024). In an effort to uncover the key drivers of organizational performances within Pakistan's unique archipelagic context, this study explores

the intricate interplay among employees' commitment, behavior, and leadership styles. Understanding CEO leadership strategies is critical for long-term success and growth, particularly in the face of large global economic shifts (Kalsum, 2023). According to Cai (2023), the success or failure of organizational endeavors is largely contingent upon leadership, a critical determinant within organizational dynamics. As a result, this study begins by studying the numerous leadership principles that exist in the Pakistani organizational environment and assessing their implications (Waqar et al., 2024).

Jerab and Mabrouk (2023) argue that leadership is a critical driver of organizational innovation. Leaders inspire their staff by encouraging them to be innovative and giving the resources they need to develop and implement their ideas (Shah et al., 2023). Among the numerous leadership styles, ethical leadership has received substantial attention for its capacity to encourage organizational creativity and innovation (Jaboob et al., 2023). Dimensions of ethical leadership include justice, power-sharing, people orientation, and honesty (Yazdanshenas & Mirzaei, 2023). Ethical leaders give direction and guidance, acknowledge employees' abilities, and foster a common commitment to the organization's vision and goals (Metwally et al., 2019). According to research, ethical leadership promotes employee innovation (Ye et al., 2023), making it a vital aspect in fostering team creativity and improving organizational performance. Given the increased concern about business ethics, it is critical to understand how ethical leadership promotes employee creativity and improves overall organizational results (Khalifa et al., 2023). As a result, the purpose of this study is to investigate the link between ethical leadership practices and employee innovation, therefore offering insights into the processes by which ethical leadership promotes creativity and organizational success (Malik et al., 2023).

Fry (2003) used the term "spiritual leadership" to describe a leadership style that integrates ethics, attitudes, and behaviors necessary for meeting core spiritual needs via work and community. This approach positively impacts employee welfare, sustainability, corporate social

responsibility, and even financial performance (Coelho et al., 2023). The term "spiritual" derives from the British word "spirit," meaning morality, soul, or essential purpose (Tobroni et al., 2023). In Arabic, the term reflects a connection to the soul, emphasizing that spiritual leadership involves actions driven by these soul-based connections (Muna et al., 2024). Astakoni et al. (2022) accentuated that essence of the word "spirit" lies in spirituality, which encompasses immortality, essence, and transcendence, accordingly, a spiritual leader transcends spiritual and physical boundaries. Allen and Fry (2023) suggested that individuals who accept and follow God represent true leaders, as their motivational and ethical influence guides followers towards collective organizational benefit. Such leaders inspire integrity, foster ethical behavior, and bridge traditional and spiritual values (Chukwu et al., 2023).

Brooks et al. (2024) found that leaders that exemplify these unique attributes are remarkable, combining traditional leadership with philosophical spiritual principles. Aydin and Ceylan (2009) described SL as the embodiment of truthfulness, goodness, collaboration, awareness, wholeness, and interconnectedness. Fry (2003) outlined three core elements of SL: altruistic love, vision, and faith, research developed a causal theory of SL, suggesting that this leadership style promotes spiritual endurance and organizational motivation. Sheikh et al. (2019) highlighted that employees seek meaningful contributions through their work and value being part of a connected team. SL facilitates this by cultivating specialized attributes among subordinates and colleagues, enabling continuous learning and improved organizational outcomes (Ali et al., 2020). Furthermore, Jufrizen et al. (2019) argued that SL has become a hallmark of 21st-century organizations, embraced as a strategy for achieving optimal results and sustaining long-term success.

The social link between leaders and organizations is at the heart of ethical leadership (Yuan et al., 2023). Employee commitment has been identified as a vital aspect in supporting innovation by offering advice, resources, and a supportive atmosphere (Hou et al., 2024). Employee

commitment moderates the relationship by influencing emotional, normative, and continuity commitments (Đorđević et al., 2020). Ethical leaders provide a good and supportive workplace atmosphere, which boosts employee motivation, loyalty, and engagement (Islam et al., 2024). This, in turn, improves affiliation with corporate ideals, minimizes fear of negative repercussions for risk-taking, and fosters innovative behaviours (Bahadori et al., 2021). Kim and Lee (2024) emphasized that ethical leadership practices, such as upholding morality, supporting employees, and fostering fair decision-making, create work environments conducive to enhance organizational performance. Providing constructive feedback and demonstrating fairness not only stimulates innovation but also enhances employees' organizational commitment (Massoud & Jameel, 2020). When employees feel appreciated and encouraged, their engagement increases, resulting in better innovation outcomes (Demircioglu, 2023).

A comprehensive knowledge of the complex interplay between employee commitment and leadership conduct is essential for creating a productive workplace that supports long-term organizational goals and performance (Venugopal et al., 2024). According to Khan (2024), creativity and sustained productivity rely greatly on employee commitment, which acts as a binding factor between individuals and their firms. This study seeks to uncover the characteristics that influence employees' commitment in the manufacturing sector, as well as to investigate how employee commitment determines the trajectory of organizational performance, with a particular emphasis on the impact of leadership styles and actions. Pakistan's diversified industrial ecosystem poses significant problems due to socioeconomic complexity, cultural diversity, and geographical inequities (Ullah et al., 2024). Aligning leadership styles with the unique qualities of the Pakistani setting is critical, especially as the country seeks to position itself as a strong participant in the regional and global economies (Babar & Abbas, 2023). Consequently, this study investigates the environmental factors influencing leadership within organizational performance, offering a holistic perspective on the

interplay among leadership style, behavior, employees' commitment, and the contextual attributes of different organizational sectors (Piwowar-Sulej & Iqbal, 2023).

1.1 Spiritual Leadership Theories and Organizational Performance

There is a lot of research that supports the link between spiritual leadership and organizational success, with numerous theories and models developed to explain it. Many of these ideas give critical components that improve our understanding of spirituality in leadership. For example, Fry's (2003) Spiritual Leadership Theory (SLT) provides critical insights into how spirituality may be incorporated into leadership practices to develop employee engagement and improve overall organizational performance. The SLT has been used to characterize a variety of leadership styles, including transformational leadership, servant leadership, and ethical leadership, with one fundamental theme being the necessity for leadership styles to adapt to ongoing changes in employees' circumstances. Scholars such as Bafadal et al. (2018) and Wang et al. (2019) have bolstered the basic concepts of SLT, highlighting its importance in boosting organizational performance. Specifically, the idea of altruistic love has been highlighted as an important strategy to assisting employees in finding meaning in their job by creating intrinsic motivation via shared attitudes and beliefs (Fry, 2003; Usman et al., 2021).

Social exchange and social identity theories stress the extent to which employees feel related to their occupations and the organizations for which they work (Rather & Hollebeek, 2019). These theories emphasize the significance of psychological relationships that workers create with their organizations, as well as how these bonds impact their feeling of meaningfulness at work (Malhotra et al., 2020). The degree of this connection affects job-related behaviors and attitudes, both of which are important for job performance quality (Yan et al., 2021). The link between social exchange, social identity theories, and SLT is obvious, since they all highlight the significance of employees feeling appreciated and valued, with altruistic love playing an important part in intrinsic motivation. The notion of intrinsic motivation has also been

used to organizational performance, with researchers investigating how a spiritual approach might increase employees' commitment to corporate goals (Ryan & Deci, 2020). Intrinsic motivation

highlights the importance of people actively doing their tasks because they feel part of a group and are self-motivated to achieve collective goals (Hussain et al., 2020).

The SLT supports this viewpoint by emphasizing the value of group harmony, in which organizational or group goals take precedence over individual goals (Dilla et al., 2020). Self-determination theory supports this by emphasizing the importance of people working for self-development, which eventually leads to organizational progress (Ryan & Deci, 2020). Spirituality in leadership theories emphasizes the importance of intrinsic motivation, organizational commitment, and OCB in improving organization performance (Moon et al., 2020). In this setting, employee attachment to their employment is critical for lowering turnover and absenteeism, which can stymie organizational progress. Spirituality in leadership theories give theoretical frameworks that assist explains organizational change and growth, with humanity at the heart of decision-making for good advancement (Allen & Fry, 2023). Thus, spiritual leadership is viewed as a method for management teams to create flexible, strategically focused companies via emotional intelligence and organizational commitment (Mustofa & Tjahjono, 2024). Organizations can encourage better levels of employee engagement and leadership behavior by concentrating on worker wellbeing, which predicts superior performance (Hemsworth et al., 2024). Spiritual leadership improves the abilities and emotional maturity of front-line professionals in the public sector, allowing them to better serve clients (Chiu et al., 2023). The frameworks that describe spirituality in leadership stress the necessity of assisting subordinates in finding purpose in their job and feeling connected to the organization (Saxena & Prasad, 2023).

2. LITERATURE REVIEW

This research review investigates the significance of ethical and spiritual leadership styles, as well as

leadership conduct and employee commitment, in influencing organizational success.

2.1. Ethical Leadership

Ethical leaders' conduct is firmly ingrained in their moral views, values, and vision, as evidenced by their decision-making processes, performance standards, and the rewards or penalties they use to promote ethics inside the business (Mohi Ud Din & Zhang, 2023). Communication between leaders and workers is based on trust, openness, and sincerity, especially when it comes to ethical values (Kuráth et al., 2023). Ethical leaders use a people-oriented approach, demonstrating compassion for their employees (Zhang & DACANAY, 2024). Brown et al. (2005) define ethical leadership as proper behavior and interpersonal interactions. Leaders encourage ethical conduct among followers by promoting two-way communication, reinforcement, and decision-making processes (Shiundu, 2024). Ethical leaders are impartial and unbiased, continually displaying ethical behavior, considering the interests of others, and fighting for their employees' rights in a fair and equitable manner (Scholl et al., 2023). The power of leaders to impact their employees' mood, motivation, performance, and conduct emphasizes the need of ethical behaviour and effective communication in leadership (Obuba, 2023). Furthermore, ethical leadership is essential for developing an ethical company culture and environment (Brown & Trevino, 2006). Resick et al. (2006) highlighted six common traits of ethical leaders: character and honesty, ethical awareness, concern for social well-being, the capacity to motivate, encourage, and empower others, and a willingness to accept ethical responsibility.

Thus, Hypothesis H₁ proposes that Ethical leadership positively impacts organizational performance.

2.2. Spiritual Leadership

The philosophy of spiritual leadership utilizes an internal motivation paradigm that includes vision, hope, faith, and unselfish love. The authors claim that spiritual leadership generates stronger employee engagement and organizational commitment, boosting efficiency and allowing

teams to evolve strategically (Usman et al., 2021). Furthermore, it has been shown that spiritual leadership predicts ethical conduct, well-being, and corporate social responsibility. Giacalone and Jurkiewicz (2003) discovered that spiritual leadership lowers absenteeism and turnover, while increasing serenity, pleasure, happiness, and productivity. The theory of social exchange, which originated in psychology, examines the social elements that influence an individual's interactions in reciprocal relationships (Ahmad et al., 2023). It asserts that when workers are treated with compassion and kindness, they absorb these good interactions and respond by displaying increased commitment and citizenship behavior toward the firm (Jena, 2022). Burke and Reitzes' (1991) identity theory claims a link between workplace spirituality and organizational engagement, with more engagement leading to greater commitment and job performance. Additionally, studies have highlighted further implications of these variables in fostering a positive work culture and enhancing organizational outcomes (Khan et al., 2020). Spiritual leadership fosters a sense of belonging and well-being, resulting in an inclusive atmosphere in which workers feel appreciated and part of a collaborative pursuit of greatness (Hussain & Afzal, 2023). Astakoni et al. (2022) explained that the essence of the word "spirit" is spirituality, which encompasses immortality, essence, and spirit. Consequently, spiritual leadership (SL) is characterized by a leader who can transcend both spiritual and physical boundaries. According to Mukaromah (2018), individuals who accept and follow God symbolize allegiance to their true leader. This leader's method of motivating and attracting followers is the most effective way to guide them, emphasizing adherence to ethical strategies that benefit the organization. A spiritual leader who inspires, educates, fosters integrity, and resonates with the soul of their followers is rare, as it requires the integration of both traditional and spiritual values. Aydin and Ceylan (2009) defined spiritual leadership as the advocacy for truthfulness, goodness, collaboration, awareness, completeness, and interconnectedness. Moreover, Fry (2003) outlined three key characteristics of SL:

altruistic love, vision, **and** faith. This approach promotes continuous improvement and flexibility, equipping organizations to respond to industrial changes (Mi et al., 2019).

Therefore, Hypothesis H₂ suggests that spiritual leadership has a positive impact on organizational performance.

2.3. Leadership Behavior

Leadership behavior influences organizational performance by shaping the organizational culture and enhancing team cohesion (Jerab & Mabrouk, 2023). Morrison-Smith and Ruiz (2020) emphasize that positive leadership behavior is based on good communication, which ensures clarity of expectations and goals in order to minimize misunderstandings and create a shared knowledge of corporate objectives. This technique is analogous to establishing a common language that aligns employees' activities toward the collective aim of industrial success (Bray et al., 2020). Leaders who demonstrate empathy empower their teams to overcome challenges by fostering an understanding and proactive approach to problem-solving (Calabrese et al., 2022). Such practices promote loyalty and dedication among employees by emphasizing individual well-being within the workplace (Konieczny et al., 2023). Collaborative behaviors break down hierarchies and encourage idea-sharing, supporting an adaptable culture that is crucial for industrial environments (Mogaji & Dingu, 2024). Leadership behavior, therefore, transcends task-oriented roles, creating a workplace that encourages employee loyalty, engagement, and productivity (Ansong et al., 2022).

Ethical leaders centered on making decisions that benefit the organization and its stakeholders while upholding a set of moral principles. Ethical leaders are role models, demonstrating integrity, honesty, and justice in their conduct (Mohi Ud Din & Zhang, 2023). While Spiritual leaders seek to foster a learning organization by inspiring employees through a shared vision and core values, along with positive leadership behavior, play significant roles in facilitating organizational performance (Yasin et al., 2023). Spiritual leadership seeks to inspire both the leader and their team by establishing a sense of purpose and

inspiration, whereas ethical leadership seeks to maintain essential values such as integrity, honesty, and respect (Desastra et al., 2024). Spiritual leadership integrates spiritual values into inclusive behaviors, fostering a sense of connection and purpose, while ethical leadership emphasizes core values such as integrity, honesty, and respect (Obuba, 2023). Spiritual leadership inspires individuals through altruistic love, vision, and hope, whereas ethical leadership emphasizes demonstrating core values through actions and communication (Aboobaker & KA, 2024). Leadership behavior enhances organizational culture, contributing to a positive and resilient organizational environment (Martinez et al., 2023). This review serves as the foundation for the study's hypothesis regarding the favorable influence of certain leadership styles and behaviors on organizational results (Verma & Kumar, 2022).

Furthermore, research by Ali et al. (2020) shows that collaborative leadership behavior crosses hierarchical barriers, establishing an environment in which ideas are openly exchanged and varied viewpoints are respected. This culture, reminiscent of a vibrant marketplace of ideas, stimulates creativity and collective problem-solving key features of adaptive leadership critical to navigating industrial challenges (Askew, 2023). In this context, leaders create an adaptive organizational culture, a vital element in industries requiring dynamic responses to change (Morrison-Smith & Ruiz, 2020). As Zaharuddin et al. (2024) assert, positive leadership behavior serves as the foundation of a thriving organization within the landscape of organizational performance. It goes beyond procedural chores, incorporating values that convert the workplace into a community where workers are encouraged to participate totally to industrial progress (Pan & Songco, 2023). Thus, we hypothesize:

H3: Leadership behavior has a positive impact on organizational performance.

2.4 Employee's Commitment as a Moderator

Employee's commitment emerges as a pivotal moderator in the complex dynamics of organizations, functioning like a robust adhesive that unites a team's collective efforts (George,

2024). The interplay between employee's commitment and ethical leadership significantly amplifies the positive effects on organizational performance (Qing et al., 2020). Ethical leadership, with its focus on structured processes, clear objectives, and incentive-driven performance, creates a disciplined and goal-oriented work environment (Qandeel & Kuráth, 2023). As noted by Nimran et al. (2024), employee's commitment acts as a transformative factor, elevating routine tasks into meaningful contributions. Employees who are deeply committed to the organization often exceed expectations, devoting their time and energy to achieving organizational success (Madhani, 2020). This heightened dedication becomes a driving force, ensuring the smooth and efficient progression of industrialization and organizational performance (Feng et al., 2024); Moreover, employee's commitment serves as a protective mechanism against potential challenges and uncertainties. Employees aligned with the organization's vision and values exhibit resilience, acting as a buffer that shields the workforce from external pressures (Qandeel & Kuráth, 2023). This unwavering loyalty ensures a steadfast focus on advancing industrial progress despite adversities. Based on this understanding, we propose the following hypothesis:

H4: Employee's commitment moderates the relationship between ethical leadership and organizational performance.

Employee commitment acts as a vital moderator, amplifying the favorable benefits of spiritual leadership on the trajectory of organizational performance (Supriyanto and Ekowati, 2020). The achievement of new milestones in organizational performance relies on the synergy between employee's commitment and the inspirational guidance provided by spiritual leaders (Yuan & Li, 2022). Spiritual leadership, characterized by vision, inspiration, and fostering personal growth, creates an environment where employees transcend routine tasks and unite in pursuit of the organization's broader objectives (Vedula & Agrawal, 2024). As a moderator, employees' commitment intensifies the impact of spiritual leadership, turning organizational goals into shared missions that resonate deeply with

employees (Ramaswamy et al., 2023). This dynamic alignment not only strengthens employees' dedication but also drives collective efforts toward achieving organizational progress (Mızrak, 2024). Dedicated employees inspired by spiritual leaders cultivate a culture of creativity, innovation, and continuous improvement, which fuels organizational advancement (Cheong et al., 2024). Employees' commitment also acts as a defense mechanism against challenges, uncertainties, and industry disruptions (Liang & Cao, 2021). Committed employees, driven by the spiritual vision of their leaders, confront obstacles with determination and adaptability, ensuring resilience and sustained progress even amidst rapid changes (Janas, 2023). This commitment serves as a compass, guiding employees' toward organizational success while maintaining alignment with their long-term goals (Abrahams et al., 2024). Based on these insights, we propose the following hypothesis:

H₅: Employees' commitment moderates the relationship between spiritual leadership and organizational performance.

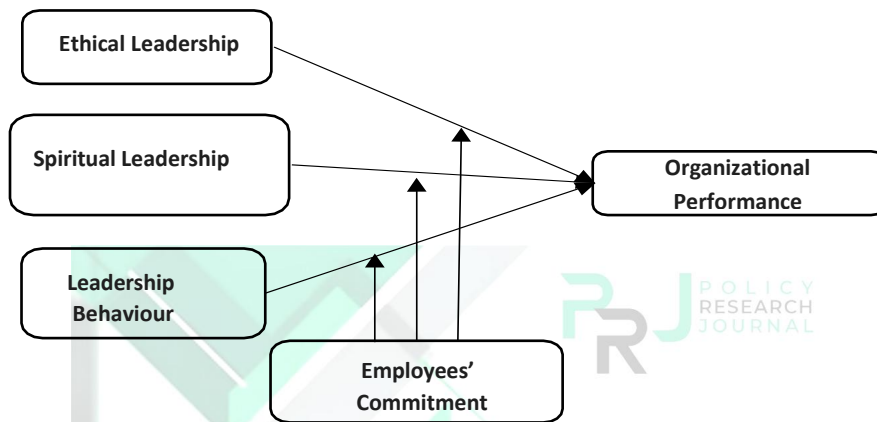
Employee commitment emerges as a crucial component in the complex dynamics of organizational performance, serving as a moderator that mediates the impact of leadership behavior on collaborative efforts that drive organizational success (Abdulmuhsin et al., 2021). Employee devotion works as a catalyst, increasing the positive effects on organizational performance (Marzuki & Saragih, 2023). Open communication, empathy, and teamwork are leadership qualities that foster a business culture in which employees feel appreciated and participating (Mercader et al., 2021). As a result, employee commitment

strengthens the impact of positive leadership behaviors, resulting in a more unified and dedicated team. According to Men et al. (2021), employee commitment transforms collaborative and empathetic leadership into a strong devotion to the organization's objectives. Managerial encouragement elicits reciprocal commitment from workers, resulting in a link that goes beyond regular tasks and aligns with the greater goals of business performance (Patil et al., 2024). This association suggests a collaborative mentality in which workers regard themselves as valuable contributors to group success and business progress (Nimran et al., 2024).

Furthermore, employees' commitment serves as a buffer against hurdles or uncertainty produced by oscillations in leadership actions (Jung et al., 2020). When leaders establish mutual respect and trust, devoted people overcome problems with resilience, guaranteeing alignment with corporate performance (Hubbart, 2024). This dedication acts as a stabilizing force, bolstering the organization's path to success via ethical leadership. As Hassan (2023) highlight, the commitment cultivated through effective leadership behaviors becomes the cornerstone of an organizational culture capable of addressing organizational challenges with unity and shared purpose. Based on these insights, we propose the following hypothesis:

H₆: Employees' commitment moderates the relationship between leadership behavior and organizational performance.

The Figure 1 illustrates the hypothesized Model



3. RESEARCH METHODS

3.1 Data Collection

The data were gathered via questionnaires distributed to senior executives in Pakistani different organizational sectors, with a response rate of approximately 59.53%. A simple random sampling methodology has been adopted.

3.2 Measurement

Leadership styles and employees' commitment were measured using items derived from previous literature, while SPSS-AMOS was used for statistical analysis to test relationships among the variables.

3.3 Variables

The study has three predictor variables Ethical Leadership (EL), Spiritual Leadership (SL), and Leadership Behaviour (LB), one dependent variable (Organizational Performance), and one moderating variable (Employees' Commitment).

This research aims to illustrate how leadership styles and employees' commitment interact to influence organizational performance, with an emphasis on structured, goal-oriented environments (Ethical) and visionary, growth-oriented environments (Spiritual). The moderating role of employees' commitment is critical in amplifying the positive impacts of these leadership styles on organizational performance within the Pakistani organizations.

4. RESEARCH FINDINGS

The study's findings demonstrate strong model validity and reliability. Convergent Validity assessed using composite reliability (CR) and average variance extracted (AVE), with CR values above 0.70 and AVE values exceeding 0.50. Factor loadings for items also meet acceptable thresholds (≥ 0.50), indicating high internal consistency and item correlation (Table 1).

Table 1: Convergent Validity.

Constructs	Items	Loadings	CR	AVE	MS V	ASV
Ethical Leadership	ES1	0.914	0.90	0.71	0.43	0.162
	ES2	0.692				
	ES3	0.738				
	ES4	0.956				
	ES5	0.771				
	ES6	0.711				
Spiritual Leadership	SL1	0.837	0.91	0.57	0.46	0.325
	SL2	0.825				

	SL3	0.773				
	SL4	0.681				
	SL5	0.756				
	SL6	0.773				
	SL7	0.784				
	SL8					
	SL9					
	SL10					
	SL11					
	SL12					
	SL13					
	SL14					
	SL15					
Leadership Behaviour	LB1	0.986	0.954	0.742	0.664	0.249
	LB2	0.629				
	LB3	0.994				
	LB4	0.979				
	LB5	0.629				
Employees' Commitment	EC1	0.854	0.903	0.651	0.449	0.251
	EC2	0.817				
	EC3	0.856				
	EC4	0.783				
	EC5	0.752				
Organizational Performance	OP1	0.764	0.924	0.707	0.291	0.185
	OP2	0.862				
	OP3	0.811				
	OP4	0.852				
	OP5	0.843				
	OP6	0.724				
	OP7	0.713				

Discriminant Validity evaluated through the Fornell-Larcker criterion, confirming that variables are distinct from each other (Table 2).

Table 2: Discriminant validity

	EC	EL	SL	LB	OP
EC	0.821				
EL	0.740	0.845			
SL	0.681	0.391	0.776		
LB	0.470	0.270	0.640	0.870	

OP	5 0.63 1	6 0.29 3	3 0.67 4	4 0.54 7	0.86 7
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All model fit indices examined in this study fell within acceptable ranges for the proposed model. The Tucker-Lewis Index (TLI) was 0.974, the Comparative Fit Index (CFI) was 0.975 and the Root Mean Square Error of Approximation (RMSEA) was 0.03. These values indicate that the

proposed model demonstrates an excellent fit to the data.

Model Fit: The model proposed shows excellent fit with TLI and CFI values above 0.90 and RMSEA below 0.05 (Table 3).

Table 3: Comparative Fitness of Models

Model	TLI	CFI	RMSEA
Alternative Single Factor	0.241	0.291	0.14
Measurement Two Factor*	0.394	0.403	0.11
Models Three Factor**	0.785	0.844	0.07
Model Proposed Five-Factor	0.974	0.975	0.03

Notes: Where TLI = Tucker-Lewis Index, CFI = Comparative Fit Index, and RMSEA = Root Mean Square Error of Approximation

Path analysis supports hypotheses

Transactional and transformational leadership styles, as well as leadership behavior, positively correlate with industrialization (confirming H1,

H2, and H3). Employees' commitment significantly moderates these relationships, confirming hypotheses H4, H5, and H6 (Table 4).

Table 4: Path Analysis

Relationships	Beta	S.E.	C.R.	P
Organizational Performance <--- Ethical Leadership	0.467	0.041	11.546	0.000
Organizational Performance <--- Spiritual Leadership	0.067	0.027	2.610	0.011
Organizational Performance <--- Leadership Behavior	0.156	0.047	4.884	0.000
Organizational Performance <--- Employees' Commitment	0.351	0.051	8.664	0.000
Organizational Performance <--- LB x EC	0.026	0.018	2.716	0.009
Organizational Performance <--- SL x EC	0.0698	0.009	8.887	0.000
Organizational Performance <--- EL x EC	0.109	0.008	15.657	0.000

5. DISCUSSION

This research seeks to advance both theoretical and practical knowledge by tackling critical business and leadership concerns. In today's

competitive business environment, firms must not only create a positive and encouraging workplace but also ensure high levels of productivity and creativity among employees. Accordingly, this

research focuses on leadership styles like ethical leadership and spiritual leadership (SL), exploring their effects within a diverse sample and sector specifically, for organizational performance. SL, a relatively recent concept, warrants further examination in varied cultural contexts, such as Jordan or broader Arabian settings, where work environments differ significantly from Western norms. A critical component of SL, altruistic love, fosters respect from followers through honesty and integrity, thereby contributing to a positive workplace climate. Research indicates that SL enhances employees' psychological well-being, ethical perspectives, and moral awareness. However, studies investigating the relationship between EL, SL, leadership behaviour, employees' commitment and organizational performance remain scarce, particularly in Arabian contexts.

The research bridges this gap by exploring how EL, SL and leader behaviour predicts employees' perceptions of a positive work environment and explains how this perception drives creativity and organizational performance. Our contributions deepen the understanding of employees' commitment and organizational performance by illustrating the complex relationships between these factors and the influence of leaders' spirituality. This research advances knowledge on how spiritual leadership fosters a climate that encourages acknowledgment and inspires followers to enhance organizational performance. It delves deeply into Pakistani organization's landscape, exploring how employees' commitment, leadership behaviors, and styles shape its growth framework. The findings demonstrate that effective leadership is not a one-size-fits-all notion, but is dynamically impacted by the complexities of its surroundings. Distinct leadership patterns emerge, shaped by cultural diversity, historical legacies, and economic challenges.

These leadership styles, like a mosaic, guide organizational initiatives and influence relationships between leaders and their teams. Beyond theoretical categories, ethical and spiritual leadership styles serve as practical templates, influencing the daily experiences of individuals collaborating to achieve common

goals (Bansal & Kapur, 2022). This study highlights how these styles navigate the complexities of Pakistani's organizational and cultural landscape, driving organizational success (Afzal et al., 2024). In the context of ethical leadership, empirical research highlights how employees' commitment transforms aspirational goals into tangible outcomes and devoted allegiance (Marzuki & Saragih, 2023). Aithal and Aithal (2023) explore how committed individuals become catalysts for innovation, creativity, and a culture of continuous improvement. The study reveals the intrinsic human element within the unwavering resolve of dedicated employees, whose commitment is inspired by their leaders' spiritual vision. This dedication empowers them to overcome challenges and drive organizational progress. Widjaja (2023) describe leadership as a collaborative catalyst, propelling industrialization beyond traditional boundaries, with commitment as the driving force. The study looks at the link between organizational commitment and leadership conduct, emphasizing cooperative dynamics, sympathetic relationships, and effective communication as key components of a pleasant workplace environment. These behaviors are not separate acts; they are essential components of the organizational fabric. According to Chetty and Price (2024), leadership behavior embodies organizational values, transforming workplaces into cohesive communities in which individuals are motivated to contribute wholeheartedly to shared industrial goals, and organizational commitment acts as a conduit, converting collaborative and empathetic behaviors into unwavering dedication to organizational performance.

5.1 Theoretical Implications

Furthermore, this study adds to the theoretical knowledge of EL and SL, leader conduct, and employee commitment by experimentally confirming their roles as indicators of good leader behavior in Pakistani firms. It builds on previous academic work, emphasizing the critical relationship between EL, SL and Leader behavior. This connection illustrates how inspiring enthusiasm, perseverance, and shared vision foster teamwork and solidarity among employees.

Finally, the study underscores the importance of leaders maintaining ethical and spiritual values while encouraging team members to stay engaged amidst constant change. By doing so, organizations can sustain a culture of innovation, resilience, commitment and enhance performance.

5.2 Practical Implications

This study has major practical significance for Pakistani enterprises since it provides vital data to managers and decision-makers. Its findings offer actionable recommendations to enhance organizational performance, particularly in an era of intense competition. The insights gained aim to help organizational management overcome creative performance challenges and achieve both organizational and individual goals. The study highlights the value of ethical leadership (EL), spiritual leadership (SL) in navigating complex and challenging situations. Managers who embody ethical and spiritual qualities can effectively guide their teams while fostering a positive employees' commitment to enhance organizational performance. The findings demonstrate how EL and SL, in conjunction with leader behaviour and employees' commitment, can mitigate negative behaviors and attitudes while promoting organizational performance.

5.3 Limitations

Despite the study's significant contributions, several limitations should be addressed. First, the research could not use cluster sampling due to the high expenses of gathering data from employees in several locations. Furthermore, the time and effort necessary to reach certain workforce groups rendered this technique unworkable. Second, the cross-sectional form of this study restricts its capacity to demonstrate causal correlations between variables, necessitating caution in assigning causality. Longitudinal investigations may give a more complete picture of the processes at play. Third, while this study focuses on employee commitment and leadership styles, it does not consider other elements that influence organizational effectiveness. Future research should look into the possible role of external elements including economic policies, geopolitical tensions, and technology

breakthroughs in affecting organizational effectiveness. Furthermore, future research should investigate ethical, spiritual, and leadership behavior, as well as employee commitment in different nations, in order to corroborate the current study's conclusions.

5.4 Conclusion

The study's findings show that ethical leadership greatly increases employees' organizational commitment. This increased commitment motivates employees to work harder and respond more effectively to various challenges, ultimately contributing to improved organizational performance. Organizations should adopt ethical leadership as a compelling, trustworthy, and legitimate model, where leaders exemplify appropriate and standardized behavior. By embodying this paradigm, leaders may send a clear ethical message to their subordinates, encouraging the adoption and spread of ethical practices throughout the business. Managers' ethical values and conduct have a substantial impact on organizational success, since leaders serve as role models for their subordinates. These values and behaviors also shape employees' outcomes, particularly employees' commitment and enhancement of organizational performance. Consequently, organizations must take concrete steps to promote and support ethical and spiritual leadership practices. The importance of spiritual leadership is reinforced by both conceptual and empirical evidence, with most studies emphasizing the need for top management to incorporate **altruistic love** and **hope** in managing employee welfare. These studies highlight the crucial role of spiritual leadership in creating inclusive workplaces, fostering leadership behaviors, and driving organizations toward a proactive culture that supports high performance. This paper builds the case for the inclusion of **hope** and **faith**, alongside altruistic love, in developing models for effective service delivery, particularly in the organizational sector. The research advocates for enhancing employee performance by intrinsically motivating employees and ensuring meaningfulness in work. Spiritual leadership, therefore, offers a powerful framework for building healthy, inclusive

organizations, as it emphasizes the importance of team and group effectiveness.

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