

Beyond Leadership Styles: Developing a Workforce Activation Intelligence Framework for Organisational Commitment

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ABSTRACT

Purpose – By examining how leadership factors affect workforce activation components and how these components form organisational commitment, this study explores the evolution of Workforce Activation Intelligence (WAI). The study looks at particular transactional and transformational leadership (TL) aspects and their varying effects on motivation, confidence, and work satisfaction rather than seeing leadership as a single, cohesive construct.

Design/methodology/approach – The structured questionnaire was used to collect answers from 521 employees. Partial Least Squares Structural Equation Modelling (PLS-SEM) was used to analyze the measurement and structural parts of the proposed model. Cronbach alpha, rho_A, composite reliability and average variance extracted were used to determine the reliability and convergent validity of the measurement model. Next Bootstrap was used to determine the significance of hypothesised structural relationships.

Findings – The measurement model showed convergent validity and adequate reliability. According to the structural model, the best indicators of organisational commitment were motivation and confidence. While motivation had a substantial impact on two organisational commitment dimensions, confidence had a large impact on all three. On the flip side, it turned out that worker satisfaction didn't shake things much when it came to how attached staff felt to their organisation. Where leadership was concerned, results were all over the map - one size did not fit all when it came to stirring people into action at work.

Practical implications - To boost staff commitment, companies may want to look into ways to fire up employee enthusiasm and belief in their abilities. Instead of broad Labels applied to managers, leadership training might do well to zero in on actions that truly draw team members in.

Originality/value - This study reinterprets Workforce Activation Intelligence as a multifaceted activation mechanism and shows that motivation and self-assurance are more important in forming commitments than job happiness. By offering empirical data on workforce activation mechanisms and selective leadership impacts, the findings add to the literature on organisational behaviour and HR analytics.

KEYWORDS: WAI, Leadership Dimensions, Motivation, Confidence, Organisational Commitment.

INTRODUCTION

Workforce management and sustainability face particular problems as modern organisations and the related business environment become increasingly complex, diversified, and unexpected on a daily basis. In these circumstances, organisational sustainability now encompasses more than just capital, technology, and efficiency. Businesses now depend more and more on their capacity to guarantee employee performance potential and convert it into long-term commercial outcomes through efficient organisational procedures. For example, Teece's data indicates that in addition to productivity and financial advantages, psychological involvement and worker preparedness to achieve business outcomes impact organisational performance (Teece, 2023). In a similar vein, in addition to the conventional production parameters, Helfat and Martin's study highlights the significance of staff preparedness and participation in the organisational success process (Helfat & Martin, 2024).

Leadership continues to be a key organisational determinant of employee attitudes, employee behaviours in the workplace and outputs to do with their performance. Transformational leadership is based on qualities like a shared vision, inspiration, intellectual stimulation, and individualised support; and has often been linked with

employee motivativeness, innovativeness, engagement, and organizational effectiveness (Bass, 1985; Bass & Avolio, 1994). Transactional leadership, on the other hand, improves performance through set check-ins, performance reviews, and fixing problems when they arise (Burns, 1978; Bass, 1985). While both styles have been studied a lot, much of the current research treats leadership styles as general concepts and mainly looks at how they directly impact employees (Wang et al., 2011). However, the way organisations work today suggests that leadership doesn't always affect all employee outcomes in the same way. Different aspects of leadership, like behaviour, attitude, and mindset, can have varied effects on what employees achieve. Instead of just reacting to leadership in general, employees respond differently to specific leadership traits that influence their commitment, motivation, confidence, and how engaged they are at work. This means we need to look beyond broad leadership categories and understand more precisely how certain leadership qualities affect employee drive and readiness (Banks et al., 2023; Eva et al., 2024). At the same time, HR analytics has become a key area, allowing companies to use data and evidence to understand, predict, and improve how employees perform. HR analytics goes beyond traditional HR by focusing on workforce insights, predictive analysis, and optimising performance (Marler & Boudreau, 2024; Levenson, 2023). Despite progress in this field, most HR analytics research so far has looked at employee outcomes like motivation, confidence, job satisfaction (JS), engagement, and commitment as separate issues (Minbaeva, 2024). This limitation creates a significant gap, both in theory and practice. Companies need employees who are not just happy or compliant, but also mentally invested, confident, and dedicated to the organisation's goals. Current theories don't clearly explain how specific leadership elements contribute to developing these highly engaged and capable employees (Bakker & Demerouti, 2023; Luthans et al., 2023).

This study aims to fill that gap by introducing Workforce Activation Intelligence (WAI) as a combined framework for workforce capabilities within HR analytics. WAI is an organisation's ability to turn leadership strengths into motivated and engaged employees, leading to better motivation, increased confidence, and higher workforce engagement, all of which boost organisational commitment. Unlike typical approaches that examine employee outcomes one by one, WAI offers a complete way to understand workforce engagement and organisational success. The present study is based on a combination of the above three theoretical fields and uses PLS-SEM to analyse the relationship between leadership styles and workforce activation and their effects on organisational commitment. Specifically, it looks at how transactional and TL styles influence aspects of workforce activation like motivation, confidence, and JS, and how these, in turn, affect commitment to the organisation. The results offer significant new perspectives on workforce activation procedures. The findings show that the most powerful aspects of Workforce Activation Intelligence are motivation and confidence, which have a big impact on organisational commitment. While work satisfaction had little predictive importance, confidence in particular emerged as the most consistent predictor across organisational commitment measures.

Three significant contributions to the literature are made by this study. By conceptualising Workforce Activation Intelligence as an integrated workforce capabilities framework, it first expands on the literature on HR analytics. Second, it offers empirical proof that motivation and self-assurance are more important factors in workforce activation than JS. Third, by showing that leadership dimensions affect worker activation selectively rather than consistently, it provides a more sophisticated picture of leadership effectiveness.

LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

2.1 TL and Workforce Activation

With its well-established links to employee motivation levels, innovation, engagement and organisational effectiveness TL is a key organisation leadership research stream. This idea was first proposed by Burns (1978) and elaborated by Bass (1985). TL empowers followers to transcend selfishness and channel their energies toward more general organisational goals. There are four major dimensions to TL: idealised influence, inspirational motivation, intellectual stimulation, and individualised consideration. These dimensions may play a role in psychological readiness and activation of employees by influencing their intrinsic motivation, self-belief, empowerment and engagement in the workplace. They also inspire staff to do more than their usual

or expected work performance (Bass & Avolio, 1994).

The positive relationships between transformational leadership and employee motivation, confidence, engagement and performance are consistently reported in the empirical studies (Wang et al., 2011; Banks et al., 2016). Positive relationships between TL and employee motivation, confidence, engagement and performance have been established in an ever-growing number of empirical studies (Wang et al., 2011; Banks et al., 2016). TL can, from the lens of Workforce Activation Intelligence, offer psychological resources that can motivate and inspire employees to become more activated and ready to make a better contribution. Thus, TL is expected to be positively related to the dimensions of workforce engagement.

H1: Transformational leadership positively influences workforce activation dimensions.

2.2 Transactional Leadership and Workforce Activation

Transactional leadership is a performance-based leadership style that relies on a structured exchange between leaders and followers. Unlike transformational leadership, which involves inspiring followers and psychologically empowering them, transactional leadership involves maintaining standards of performance through clearly defined expectations, contingent rewards, active monitoring, and corrective interventions (Burns, 1978; Bass, 1985).

Transactional leadership is characterised by contingent reward, active management by exception and passive management by exception. These dimensions influence employee performance through role clarity, performance accountability, and structured reinforcement mechanisms. Transactional leaders make sure employees know what is expected of them in the organisation, and reward or punish them based on the results of their work. As per existing literature, transactional leadership can have positive effects on employee productivity, consistency of performance, and operational efficiency, especially in structured organisational settings (Judge & Piccolo, 2004). Transactional leadership can help activate the workforce through the creation of performance clarity and reinforcement of goal-oriented behaviour. It can improve discipline, accountability and task focus among employees. However, the influence of transactional leadership on the critical success factors of workforce activation, including motivation, confidence, and JS, is complex.

Active monitoring and the use of rewards can increase confidence in performance and productivity, but excessive control or passive monitoring can decrease psychological activation. The first type of monitoring can motivate employees and increase their confidence in their work performance. However, active monitoring can also trigger feelings of being controlled, thus decreasing overall motivation and confidence. According to Workforce Activation Intelligence, it can be noted that transactional leadership, depending on its level and nature, can lead to either positive or negative activation outcomes. Thus, transactional leadership can have both positive and negative influences on workforce activation, depending on the situation. Therefore, transactional leadership is expected to have a significant effect on workforce activation dimensions.

H2: Transactional leadership significantly influences workforce activation dimensions.

2.3 Workforce Activation Intelligence (WAI)

WAI is introduced in this study as an integrated workforce capability framework within HR analytics literature. WAI refers to an organisation's ability to transform leadership inputs into psychologically activated workforce outcomes that enhance employee effectiveness, commitment, and long-term organisational performance. Traditional organisational behaviour and HR research have largely examined workforce-related constructs such as motivation, confidence, JS, engagement, and commitment as independent variables. Although these constructs have been widely studied, existing literature provides limited understanding of how these variables collectively contribute to workforce activation as a broader organisational capability.

Organisations need employees who are not just productive or content but also psychologically engaged, behaviourally engaged, and able to maintain performance in the face of uncertainty in increasingly dynamic and competitive business contexts. Therefore, workforce activation is a multifaceted capability that reflects how well-prepared, driven, self-assured, and dedicated individuals are to the goals of the company. From the perspective of HR analytics, WAI offers a strategic framework for evaluating and understanding workforce readiness through connected activation variables. Instead of concentrating only on employee results, WAI provides a thorough viewpoint to evaluate how leadership practices impact worker behaviour and organisational effectiveness. The three main activation dimensions used in this work to conceptualise WAI are motivation, confidence, and JS. These variables collectively represent employees' psychological and behavioural readiness to successfully contribute to organisational goals. Motivation is a reflection of employees' willingness to exert considerable effort and achieve organisational goals. Employee self-confidence is a reflection of employees' belief that they can perform well and surmount obstacles. JS reflects how positively employees view their work experiences and environment. These three factors combine to create the building blocks of WAI and serve as valuable indicators of organisational commitment.

2.4 Motivation and Organisational Commitment

Motivation is a major psychological factor that affects how well workers perform, how engaged they are, and how much they contribute to their organisation. It describes the internal and environmental factors that motivate workers to put out effort in order to accomplish personal and organisational objectives. Employee productivity, perseverance, dedication, and general effectiveness are all significantly impacted by motivation in organisational settings.

The significance of motivation in influencing employee behaviour and performance results is emphasised by a number of theoretical stances. Expectancy theory suggests that employees' motivation is tied to the degree that they believe that their work-related efforts lead to valuable work outcomes (Vroom, 1964). In the same line, Self-Determination Theory suggests that satisfaction of employees' needs for autonomy, competence, and relatedness can lead to higher levels of engagement and commitment to the workplace (Deci & Ryan, 2000). Stronger job engagement, better performance, more perseverance, and better workplace conduct are all characteristics of motivated employees. They are more likely to put forth extra effort and match their own aspirations with those of the company. Consequently, organisational commitment and long-term worker stability have been found to be strongly predicted by motivation.

According to current empirical research, organisational commitment and employee motivation are strongly positively correlated (Meyer & Allen, 1991; Meyer et al., 2002). Stronger emotional attachment, loyalty, and dedication to their companies are more likely to develop among employees who are more motivated. In addition to improving individual performance, motivation fortifies psychological ties to the objectives and core values of the company. Motivation is a crucial activation feature in the Workforce Activation Intelligence paradigm, reflecting workers' readiness to participate successfully and maintain organisational performance. Stronger organisational commitment and more long-term contribution are expected of highly driven employees. Motivation is therefore anticipated to have a favourable impact on organisational commitment.

H3: Motivation positively influences organisational commitment.

2.5 Confidence and Organisational Commitment

An employee's confidence is a reflection of their belief in their capacity to work efficiently, overcome obstacles at work, and make a significant contribution to the objectives of the company. It is an important psychological tool that affects resilience, adaptation, decision-making, and productivity at work. Employees with confidence can approach work in organisational contexts with more assurance, initiative, and persistence—especially in difficult and uncertain conditions.

Self-efficacy is a person's self-confidence in one's capacity to plan and implement actions that lead to specific

results, and is strongly linked to the general idea of "confidence" (Bandura, 1997). Stronger psychological resilience, proactive conduct, and a greater readiness to solve problems and make decisions are all common traits of employees with higher levels of confidence. As a result, confidence is crucial in determining how well employees perform and behave. Research indicates that confidence has a major impact on organisational attachment, work effectiveness, and employee engagement. Confident employees will take ownership of what they do. They trust their own capabilities and work towards helping the company succeed. Confident people typically enjoy what they do more, work harder during difficult times, and handle change better. When talking about behaviour in the workplace, self-confidence is significant in terms of organisational commitment. If employees have high self-confidence, they will feel more able, secure, and valued in their job role. This creates a feeling of psychological safety, which leads to increased emotional attachment and commitment to the organisation.

The WAI Intelligence paradigm states that confidence is an essential psychological activation mechanism that transforms leadership and organisational resources into long-term employee contribution. Confident workers are able to convert their motivation and skill into important organisational outcomes. Therefore, confidence is essential to both long-term organisational performance and staff engagement. Thus, it is expected that confidence will positively affect organisational commitment.

H4: Confidence positively influences organisational commitment.

2.6 JS and Organisational Commitment

JS is a comprehensive assessment of the employee's entire job, job tasks, working conditions, and conditions in the workplace. It has long been acknowledged as a key factor in the well-being, retention and productivity of the organization's employees. The construct measures the level of satisfaction/dissatisfaction of employees with their job. JS has been thoroughly studied in organisational behaviour literature because of its high correlation with employee attitudes and workplace outcomes. JS, according to Locke (1976), is a pleasurable emotional state that results from assessing one's work or work-related activities. Employee engagement, morale, and productivity are all positively correlated with JS.

JS is influenced by a wide range of organisational elements, including leadership conduct, organisational support, the workplace, salary, recognition, and possibilities for career growth. Positive opinions regarding their employment and companies are more likely to emerge among employees who believe that their workplace conditions are excellent. Past studies suggested that there is a positive relationship between work satisfaction and organisational commitment (Meyer & Allen, 1991; Meyer et al., 2002). Higher levels of satisfaction could lead to higher levels of emotional attachment, psychological identification and commitment to the goals of the organisation among employees. JS can thus boost employee commitment to stay on and help maintain staff continuity and organisational sustainability. Therefore, it is expected that work satisfaction will positively affect organisational commitment.

H5: JS positively influences organisational commitment.

2.7 Research Gap and Research Model

Despite a great deal of research on organisational commitment, workforce behaviour, and leadership, there are still a number of significant gaps in the body of knowledge. First, the majority of leadership research has focused on transformational and transactional leadership as general concepts, offering little insight into the ways in which particular leadership characteristics affect workforce activation outcomes. Even though earlier research shows a high correlation between employee outcomes and leadership styles, little is known about how different leadership characteristics affect motivation, self-assurance, and JS. This hinders a more thorough comprehension of the particular leadership actions that motivate worker activation. Second, as independent variables, workforce-related notions including motivation, confidence, JS, and organisational commitment have been extensively studied in the literature on organisational behaviour. The majority of research examines

these concepts separately, leading to a disjointed comprehension of worker dynamics. Only a small amount of research has examined these characteristics as interrelated factors that support organisational effectiveness and broader worker capability.

Third, the development of integrated workforce capabilities frameworks that explain employee activation and workforce preparedness has received little theoretical attention, despite the increasing advances in HR Analytics. Performance metrics, predictive analytics, and workforce efficiency are the main focuses of current HR analytics models; psychological activation factors that affect long-term worker contribution have received comparatively less attention.

Fourth, there is no empirical data on the activation processes that reinforce commitment creation, despite the fact that organisational commitment has been thoroughly examined as a crucial organisational consequence. In particular, not enough research has been done to determine which aspects of workforce activation have the most impact on organisational commitment and how leadership influences these activation processes.

The current study introduces WAI as an integrated workforce capabilities framework to solve these gaps in the HR analytics literature. The study examines how leadership factors impact workforce activation characteristics and how these activation processes in turn affect organisational commitment. By doing this, the study contributes to a more thorough and empirically validated understanding of workforce active engagement and employee commitment.

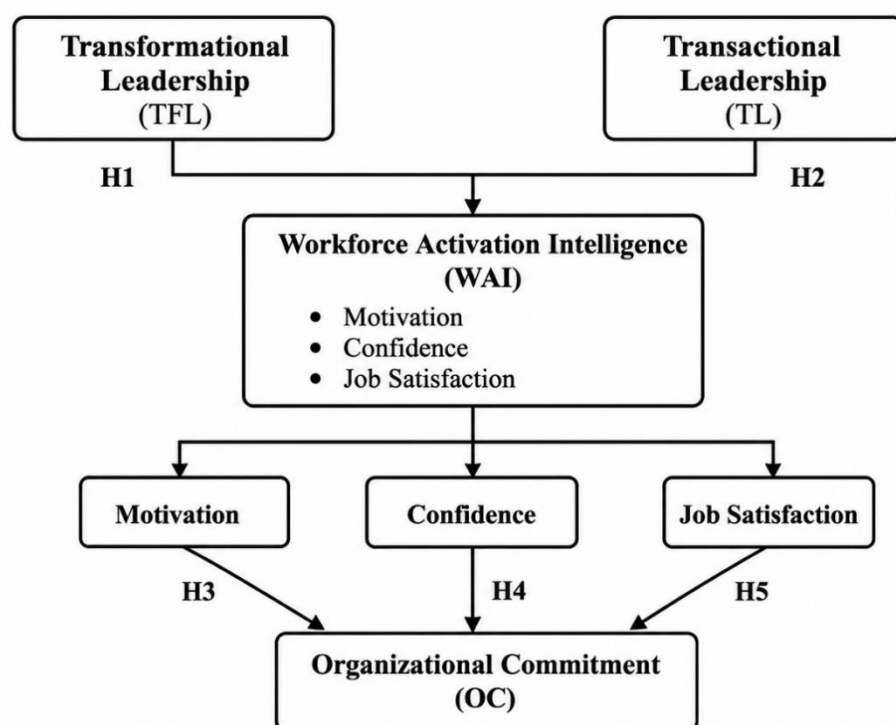


Figure 1. Conceptual Framework

RESEARCH METHODOLOGY

3.1 Research Design

In the present study, the concept of leadership engagement and organisational commitment have been explored, specifically the relationships between transactional leadership and WAI and transactional leadership and organisational commitment. In particular, the relationship between transactional leadership and WAI was examined and then the relationship between WAI and organisational commitment was explored. The data for doing the survey was taken from employees of various organizations. A quantitative research design was used

since it allows a systematic analysis of the relationships between several variables and allows empirical testing of the hypotheses. Quantitative approach was deemed appropriate as leadership behaviour, employee engagement and organisational commitment is a multi-faceted phenomenon and measurable evidence and statistical analysis need to be drawn.

3.2 Population and Sample

The study population consisted of employees in various organisations and various industry sectors. The participants included a cross-section of professional backgrounds, organisational positions and job roles to offer variation between the respondents. Data were collected from the structured questionnaire, as it has proven to be a useful tool in reaching easy-to-reach employees and gathering standardised information. In organisational behaviour and HR analytics research, the same sampling techniques have been used with staff from various industries. Five hundred and fifty questionnaires were sent out. After discarding the incomplete and inconsistent questionnaires, 521 questionnaires were used for the final analysis. This sample was judged suitable for the use of PLS-SEM, because the number of observations could be deemed as a minimum for estimating the proposed model with several constructs and indicators.

3.3 Data Collection Procedure

The structured questionnaire was used to collect primary data using online and offline data collection methods. The tool gathered employees' perceptions about leadership, workforce engagement and organisation commitment. The pre-test of the questionnaire was done to evaluate the clarity, understandability and suitability of the questionnaire items before the actual survey. With this evaluation, revisions were made in terms of wordings and to make sure that each item was relevant to the intended constructs.

All participants were told that the information would be kept anonymous and confidential and that participation was voluntary. Data collection was done during a set period so that ample opportunity was given for participation and to obtain responses from employees having diverse backgrounds. After data collection, the questionnaires were scanned for incomplete questionnaires and possible inconsistencies in the pattern of responses before the final set of data were prepared for statistical analysis.

3.4 Measurement Instrument

The main tool for gathering data was a structured questionnaire. To guarantee content validity and measurement reliability, the questionnaire's measurement items were modified from recognised and validated scales in the literature on leadership, organisational behaviour, and HR analytics.

Items modified from the Multifactor Leadership Questionnaire (MLQ) created by Bass and Avolio (1995) were used to measure the characteristics of transformational and transactional leadership. To measure the three main dimensions of workforce activation, which are the dimensions of motivation, confidence and JS (Bandura, 1997; Deci and Ryan, 2000; Locke, 1976), measurement items were used that were validated from literature. Items adapted from the framework proposed by Meyer and Allen (1991) were used to measure organisational commitment. A seven-point Likert scale was used for assessing all constructs, with responses ranging from 1="strongly disagree" to 7="strongly agree."

3.5 Construct Operationalisation

Six key concepts were operationalised in this study: organisational commitment, JS, motivation, confidence, transactional leadership, and transformational leadership. Idealised influence and inspired motivation are two examples of how transformational leadership was operationalised. Active management-by-exception and passive management-by-exception were two of the factors used to operationalise transactional leadership. Workforce activation dimensions were examined in relation to these leadership traits as exogenous factors.

WAI was developed as a multifaceted framework for worker competence that included JS, confidence, and motivation. Employees' willingness to work hard toward company objectives was measured by motivation.

Employees' confidence was a sign of their belief in their abilities to work well and overcome obstacles at work. Employees' overall assessment of organisational conditions and workplace experiences was reflected in JS. Organisational commitment is the operationalisation of the endogenous notion that reflects workers' psychological attachment, loyalty, and devotion to company objectives.

The conceptual framework states that factors of worker activation are impacted by leadership qualities, which in turn affect organisational commitment.

3.6 Respondent Profile

The study included 521 responses from employees across many industries. This diverse group reflected a broad range of the workforce. The participants varied in age, gender, work experience, and how long they'd been in their sector. Having people from different industries made the results more applicable to different situations and provided a good understanding of employee engagement and commitment in various workplaces. The data was collected over a set period to make sure enough people participated. Before the final review, all answers were carefully checked to get rid of any that didn't make sense or were incomplete.

3.7 Data Analysis Technique

We analysed the data using PLS-SEM software. We chose PLS-SEM because it's good for looking at complicated models with lots of hidden parts, many connections between variables, and for predicting things (Hair et al., 2021). PLS-SEM has benefits over other methods like covariance-based SEM, especially when you're exploring new ideas or trying to predict outcomes. It works well for complicated models with many indicators, even with smaller sample sizes, and doesn't need the data to follow strict normal distribution rules. Since our study involves complex concepts like leadership, workforce activation, and organisational commitment, we decided PLS-SEM was the right fit. The analysis happened in two steps.

First, we checked the measurement model. We looked at how reliable the individual indicators were, if they consistently measured the same thing, and if they accurately represented what they were supposed to measure (convergent validity) and were distinct from other concepts (discriminant validity). We used tools like Cronbach's alpha, composite reliability, rho_A, and Average Variance Extracted (AVE) for this. The structural model was assessed in the second step using path coefficients, coefficient of determination (R²), and bootstrapping to test the significance of suggested relationships. Bootstrapping techniques were used to quantify path significance and validate the strength of structural linkages between the study constructs.

DATA ANALYSIS AND RESULTS

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4.1 Measurement Model Assessment

The measurement model was evaluated to determine if the constructs were reliable and valid. As per the procedure in PLS-SEM, internal consistency reliability was tested using Cronbach's alpha, rho_A, and composite reliability. Average Variance Extracted (AVE) was used to determine the convergent validity. The AVE scores of the constructs were between 0.601 and 0.929. All values were above the acceptable value of 0.50, which suggests that the results are acceptable with regard to convergent validity. Therefore, the proportion of variance in the measurement indicators of each construct was adequate.

Table 1: Reliability and Convergent Validity Assessment

Construct	Cronbach's Alpha	rho_A	Composite Reliability	AVE
AM	0.925	0.971	0.943	0.805
Confidence	0.875	0.907	0.913	0.725
IIA	0.941	0.963	0.957	0.849
IIB	0.934	0.667	0.937	0.788
IS	0.866	0.901	0.908	0.711
JS	0.837	0.913	0.882	0.601
Motivation	0.915	0.96	0.937	0.788
OrgC1	0.985	0.985	0.987	0.929
OrgC2	0.983	0.991	0.986	0.921
OrgC3	0.963	0.966	0.973	0.899
PM	0.898	0.959	0.928	0.762

Table 1 Cronbach's alpha coefficients were between 0.837 and 0.985 which were greater than the recommended 0.70. The results show that internal consistency among the constructs was satisfactory. The range of the composite reliability values was also between 0.882 and 0.987 which further confirmed the reliability of the measurement instruments.

The evaluation was carried out in a two-step process. The first stage was concerned with examining the measurement model. In this evaluation, the reliability of each indicator, internal consistency of items and adequacy of indicators to represent their intended constructs were examined.

Convergent validity and discriminant validity were also assessed; convergent to determine if the constructs were empirically related to one another, and discriminant to determine if they were not. The most important reliability assessment measures were Cronbach's alpha, composite reliability, rho_A and Average Variance Extracted (AVE).

4.2 Structural Model Assessment

Coefficient of determination (R^2), path coefficients, and bootstrapping techniques were used to evaluate the structural model once the measurement model was validated.

4.2.1 Coefficient of Determination (R^2)

The prediction accuracy of endogenous constructs in the structural model was evaluated using the coefficient of determination (R^2).

Table 2: Coefficient of Determination (R^2)

Endogenous Construct	R^2	Adjusted R^2
Confidence	0.068	0.057
Job Satisfaction	0.045	0.036
Motivation	0.05	0.041
OrgC1	0.109	0.104
OrgC2	0.049	0.044
OrgC3	0.161	0.156

The R^2 values, as shown in Table 2, showed weak to high explanatory power, ranging from 0.045 to 0.161. Confidence had the greatest explanatory power among the workforce activation factors ($R^2 = 0.068$), followed by JS ($R^2 = 0.045$) and motivation ($R^2 = 0.050$). OrgC3 had the best predictive accuracy across organisational

commitment dimensions ($R^2 = 0.161$), followed by OrgC1 ($R^2 = 0.109$) and OrgC2 ($R^2 = 0.049$). Even though the R^2 values are low, they are typical in organisational and behavioural studies where a variety of contextual factors affect employee attitudes.

4.2.2 Path Coefficients and Hypothesis Testing

Bootstrapping was performed to examine the significance of structural relationships and test the proposed hypotheses.

Table 3: Structural Model Results and Hypothesis Testing
Panel A: Leadership Dimensions → Workforce Activation Dimensions

Path	Beta	T-value	P-value	Result
AM → Confidence	-0.102	1.984	0.047	Supported
AM → JS	-0.021	0.394	0.693	Not Supported
AM → Motivation	-0.067	1.309	0.191	Not Supported
IIA → Confidence	0.078	1.79	0.074	Not Supported
IIA → JS	0.044	0.82	0.412	Not Supported
IIA → Motivation	-0.174	3.852	0	Supported
IIB → Confidence	-0.101	1.332	0.183	Not Supported
IIB → JS	-0.055	1.032	0.302	Not Supported
IIB → Motivation	-0.065	0.722	0.471	Not Supported
IS → Confidence	0.075	1.673	0.094	Not Supported
IS → JS	0.2	4.695	0	Supported
IS → Motivation	-0.011	0.253	0.801	Not Supported
PM → Confidence	-0.141	2.774	0.006	Supported
PM → JS	0.004	0.072	0.942	Not Supported
PM → Motivation	-0.083	1.731	0.083	Not Supported

Panel B: Workforce Activation Dimensions → Organisational Commitment

Path	Beta	T-value	P-value	Result
Confidence → OrgC1	0.163	3.844	0.000	Supported
Confidence → OrgC2	0.208	5.704	0.000	Supported
Confidence → OrgC3	0.289	7.350	0.000	Supported
Motivation → OrgC1	0.277	7.098	0.000	Supported
Motivation → OrgC2	0.065	1.589	0.112	Not Supported
Motivation → OrgC3	0.258	6.892	0.000	Supported
JS → OrgC1	-0.002	0.053	0.957	Not Supported
JS → OrgC2	-0.004	0.088	0.930	Not Supported
JS → OrgC3	-0.037	0.884	0.377	Not Supported

The results showed that rather than having uniform effects, leadership dimensions had selective influence on workforce activation dimensions. Among the leadership aspects, confidence was significantly impacted negatively by AM ($\beta = -0.102$, $p = 0.047$) and PM ($\beta = -0.141$, $p = 0.006$). In a similar vein, IIA showed a strong inverse connection with motivation ($\beta = -0.174$, $p < 0.001$). JS was significantly improved by IS ($\beta = 0.200$, $p < 0.001$). The majority of other leadership avenues were not statistically significant.

Confidence was found to be the most powerful predictor of organisational commitment across workforce activation variables. All organisational commitment measures showed substantial positive effects from

confidence, with OrgC3 showing the largest effect ($\beta = 0.289$, $p < 0.001$). Additionally, motivation significantly improved organisational commitment, especially for OrgC1 ($\beta = 0.277$, $p < 0.001$) and OrgC3 ($\beta = 0.258$, $p < 0.001$). Motivation, however, had little effect on OrgC2.

On the other hand, no organisational commitment measure showed statistically significant benefits from work satisfaction. This implies that, given the suggested framework, JS might not be a major factor in boosting organisational commitment.

4.3 Discussion of Findings

The findings provide important new information about the relationships between leadership dimensions, workforce activation factors, and organisational commitment. First, leadership considerations had a selective rather than a uniform effect on worker activation. This suggests that workforce activation is influenced by a variety of leadership behaviours, some of which have a greater impact than others on specific activation outcomes.

Second, it was discovered that confidence was the most accurate indicator of organisational commitment among all the commitment factors. This study suggests that employee confidence enhances psychological attachment, loyalty, and organisational commitment. Employees who have a lot of confidence are more likely to help the company. They do things to contribute to the company. Third, when employees are motivated, they really want to work with the company at OrgC1 and OrgC3. This means that employees who are motivated do a job and their personal goals match the company goals. Motivation is very important for OrgC1 and OrgC3. Employees who are motivated really contribute to the company. Do what they are supposed to do.

Finally, we did not find any connection between how much employees like their job and how committed they're to the company. According to Workforce Activation Intelligence, this information tells us that motivation and confidence are more important than JS. Workforce Activation Intelligence says that motivation and confidence make employees work harder than JS does.

Overall, what we found out really supports Workforce Activation Intelligence as a way to understand why employees work hard and are committed to the company. The results show clearly that motivation and confidence are the most important things that make employees committed to the company. Motivation and confidence are what make employees want to work with the company and contribute to the company. Workforce Activation Intelligence helps us understand this.

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