

Research on the Role of Leadership Style of Organizational Commitment in the Work Performance of the New Generation of Employees in Enterprises

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Abstract: This article focuses on the impact of leadership styles of organizational commitment on the job performance of new generation employees. It first reviews the relevant concepts and theoretical basis through literature review, analyzes the characteristics of leadership styles of different organizational commitments from three aspects, and then conducts empirical research to verify the relationship between them and the job performance of new generation employees. Finally, based on the research results, targeted management suggestions such as cultivating transformational leadership traits, rationally applying transactional leadership methods, and avoiding permissive leadership models are proposed, aiming to provide useful references for enterprises to manage the new generation of employees and improve overall performance.

1. Introduction

With the development of The Times, the new generation of employees in enterprises is growing and gradually becoming the core force driving the progress of enterprises. Influenced by multiculturalism, they have distinct personalities, unique career expectations and values, and have a different driving force for achieving work performance. Leadership style, which is a key element in organizational management, is related to organizational cohesion and employee motivation. Leadership style, which contains organizational commitment, emphasizes the deep alignment of leaders and employees in terms of common goals, values, etc., and is considered to have a special influence on employees. Therefore, relevant personnel should delve into the role of organizational commitment leadership style in the job performance of the new generation of employees in the enterprise, and put forward more targeted suggestions, on the one hand, to enrich management theory research, and on the other hand, to provide a strong basis for the enterprise to implement precise policies, motivate the new generation of employees, and improve overall performance.

2. Related concepts and theoretical basis

2.1. Characteristics of the new generation of employees

The new generation of employees live in an era of abundant material resources and advanced

information, have a relatively high level of education, pursue work-life balance, and value self-actualization; The recognition of traditional authority is relatively low, and there is a craving for opportunities to be respected and to communicate on an equal footing; Although they have a strong sense of innovation and the ability to learn, their tolerance may be relatively low when facing pressure and setbacks[1].

2.2. Organizational commitment

Organizational commitment is a psychological tendency of an employee to recognize, commit to, and intend to remain with the organization. It includes three dimensions: emotional commitment (emotional dependence and identification with the organization), continuous commitment (having to stay with the organization due to factors such as the cost of leaving), and normative commitment (voluntarily willing to stay with the organization based on morality, responsibility, etc.) The level of an employee's organizational commitment affects their work attitude, behavior, and performance level.

2.3. Leadership style

Common leadership styles include transformational leadership style (which encourages subordinates to break free from self-interest and focus on the long-term development of the organization by motivating and inspiring them), transactional leadership style (which guides the behavior of employees through clear rewards and punishments), perverted leadership style (which gives employees great autonomy and less intervention), etc. Different leadership styles have varying effects on employees' organizational commitment and job performance.

2.4. Theoretical basis

The theoretical basis involved is mainly the social exchange theory (where a good leadership style can motivate employees to return high performance to the organization), the expectation theory (where employees adjust their behavior and performance in accordance with the expected results of leadership behavior), etc. These theories support understanding the relationship between leadership style, organizational commitment and job performance[2].

3. Leadership style characteristics and influencing mechanisms of organizational commitment

3.1. Transformational leadership style and organizational commitment and work performance

Transformational leadership effectively enhances the emotional commitment of the new generation of employees by presenting personal charisma, providing intellectual guidance, and offering personalized care. When leaders share the organization's long-term vision with employees from time to time and pay attention to their career progress, they can make employees truly identify with the organization and be willing to devote more energy to it. This obvious emotional commitment will further translate into employees' proactive work actions. For example, taking on extra tasks and actively engaging in innovative activities can further boost work performance.

3.2. Transactional leadership style, organizational commitment and job performance

Transactional leadership focuses on defining tasks and performance metrics, using rewards and penalties to motivate employees to achieve their goals[3]. From the perspective of the younger generation of employees, this leadership style reinforces their continuous commitment to a certain extent, as they know what performance level will be rewarded accordingly; Relying too much on

transactional interaction may reduce the emotional engagement level of employees and affect high-level performance such as innovation; In the long run, there are certain limitations to improving work performance.

3.3. Laissez-faire Leadership and organizational commitment and work performance

Permissive leadership gives employees a great deal of freedom. For the new generation of employees who have a high demand for autonomy, it usually enhances their job satisfaction at the beginning stage. However, due to the lack of necessary guidance and feedback, it can easily lead to problems such as confusion and lack of direction at work, and trigger organizational commitment among employees; In particular, it is difficult to fulfill normative commitments, which can have negative consequences for work performance, such as low work efficiency and lagging tasks.

4. Research design

4.1. Research hypotheses

Hypothesis 1: There is a positive correlation between transformational leadership styles and the job performance of the new generation of employees, and it works by enhancing organizational commitment.

Hypothesis 2: Transactional leadership style has a certain correlation with the job performance of the new generation of employees, and its impact on continuous commitment shows a significant trend, and its impact on overall performance is both positive and negative.

Hypothesis 3: The permissive leadership style has a negative correlation with the performance of the new generation of employees and is detrimental to the formation of organizational commitment.

4.2. Sample selection and data collection

New generation employees from different industries and sizes of enterprises were selected as research samples, and data were collected using questionnaires covering perception of leadership styles and self-organization commitment levels; A total of 800 questionnaires were distributed, and 650 valid questionnaires were retrieved, with an effective recovery rate of 81.25%. Through the collation and analysis of these valid questionnaires, a solid data foundation was laid for the subsequent empirical research.

4.3. Variable measurement

Enterprises utilize well-established scales to assess leadership styles, such as the corresponding dimensions in the Multifactor Leadership Questionnaire (MLQ), developed by Bass, which measures transformational leadership; The dimensions of organizational commitment were measured using the Organizational Commitment scale developed by Meyer et al. Work performance was evaluated quantitatively by designing specific questions based on task completion, work innovation results, and collaboration with colleagues[4].

5. Empirical analysis

5.1. Descriptive statistical analysis

Descriptive statistical work was done on each variable to understand the distribution of leadership styles perceived by the new generation of employees, the average degree of each dimension of

organizational commitment, and the overall situation of job performance. There are differences in perception of transformational leadership styles across enterprises, the emotional commitment of the new generation of employees is generally at a medium level, and there are also differences in performance across dimensions, etc.

5.2. Correlation analysis

After calculating the correlation coefficients among the variables, it was found that the transformational leadership style showed a significant positive correlation with each dimension of job performance, and had a relatively high degree of association with the emotional commitment dimension of organizational commitment; Transactional leadership style shows a certain correlation with sustained commitment and some performance indicators; The permissive leadership style is mostly negatively correlated with various indicators of job performance, and has a weak and mostly negative correlation with various dimensions of organizational commitment, preliminarily confirming some of the research hypotheses.

5.3. Regression analysis

By conducting regression analysis, work performance is regarded as the dependent variable, leadership style is defined as the independent variable, and each dimension of organizational commitment is used as the mediating variable to construct the regression model, emotional commitment plays a mediating role, making the positive impact of transformational leadership style on work performance obvious. In terms of the impact of transactional leadership style on job performance, continuous commitment plays a certain intermediate transitional role, but the influence coefficient is relatively low compared to transformational leadership style. The permissive leadership style inhibits the formation of organizational commitment, which in turn has a direct negative impact on job performance, fully confirming the previously proposed research hypothesis.

5.4. Research conclusions

The transformational leadership style is most effective in improving the job performance of the new generation of employees, mainly because it can match the new generation of employees' needs for self-actualization, emotional care, etc., and stimulate the intrinsic motivation of employees by strengthening organizational commitment; Transactional leadership, to some extent, guarantees basic performance, has shortcomings in motivating employees to engage deeply and innovate; The perfunctory leadership style, lacking effective guidance and organizational cohesion, has a negative impact on improving employee performance and fostering organizational commitment[5].

6. Management advice

Through an in-depth analysis and empirical study of the relationship between the leadership style of organizational commitment and the job performance of the new generation of employees in the enterprise, the impact of different leadership styles has been clarified. Based on this, in order to help enterprises better manage the new generation of employees and improve work performance, the following management suggestions are proposed.

6.1. Develop transformational leadership traits

In today's highly competitive and rapidly changing business environment, developing

transformational leadership traits is an effective way for enterprises to effectively stimulate the potential of the new generation of employees and increase overall work output. Business managers need to enhance their own charisma first. This is not simply about shaping their appearance, but more importantly, optimizing their inner qualities and personal charisma. Managers should have a solid foundation of professional knowledge and be able to demonstrate high insight and decisive decision-making ability when facing complex business problems, so that the new generation of employees can feel admiration and trust; Transformational leaders should be better at outlining the organization's vision, a clear, majestic and inspiring vision that is like a bright lighthouse in the distance, guiding employees on the way forward [6]. Therefore, managers should present this vision to the new generation of employees in a vivid and easy-to-understand way, so that they understand that they work not just to earn a salary, but to contribute to achieving a grand goal.

At the same time, managers should also communicate effectively with the new generation of employees. Managers are required to abandon traditional authority and listen to employees with an equal and open attitude, whether it's innovative ideas at work or proposals for management methods, giving full attention and responding positively; Also, the need for individualized development of employees should not be ignored. The new generation of employees aspire to realize their self-worth at work, and managers can tailor learning opportunities based on their characteristics, such as conducting professional skills training courses and holding lectures on cutting-edge industry knowledge, to broaden their knowledge scope and horizons. For instance, managers assign challenging tasks to encourage employees to move beyond their comfort zones. By overcoming these challenges, employees can unlock their innovative potential, recognize the ongoing development of their capabilities, and strengthen their emotional connection with the organization; When employees have a deep affection for the organization, they will be more willing to devote themselves wholeheartedly and naturally improve their work performance.

6.2. Use transactional leadership skills properly

Transactional leadership also plays a unique role in business management, but it is necessary to have a good sense of proportion when applying it. First, it is necessary to clarify tasks and performance standards. Managers should refine and quantify work tasks to make the new generation of employees understand their work tasks and the specific goals to be achieved, and avoid the phenomenon[7] of unclear definition of responsibilities and vague goals. Based on this foundation, managers adopt reasonable reward and punishment mechanisms to a certain extent to stimulate employees to complete tasks proactively and efficiently - for instance, giving bonuses, certificates of honor and other rewards to teams that complete projects on time and with high quality; Penalties such as criticism and deduction of performance points are imposed on employees who fail to perform their duties well.

In addition, relying too much on such transactional interactions can easily lead employees into a short-sighted state of valuing only material rewards, neglecting the long-term expansion of their own capabilities and emotional integration with the organization. So managers need to scientifically combine this with emotional incentives, and when rewarding employees for achieving performance targets, attach a thank-you letter filled with words of affirmation and encouragement, praising their hard work at work; When employees encounter setbacks, managers should show concern and support, help them analyze the predicament, find solutions, and guide the new generation of employees to focus on short-term performance goals while also paying attention to improving their own abilities, so that they truly recognize the organization from the bottom of their hearts and are willing to contribute to its long-term development.

6.3. Avoid the permissive leadership style

It's true that many of the new generation of employees have a strong sense of autonomy and expect more autonomy in their work, but that doesn't mean they don't need leadership guidance and supervision. Managers need to clearly recognize that while giving employees a certain degree of autonomy can stimulate creativity, the lack of necessary guidance for the new generation of employees can easily lead them to lose their way at work.

In response to this situation, managers must have regular work communication and dialogue with employees to effectively prevent such situations from happening. For example, managers can schedule regular one-on-one meetings on a weekly or monthly basis to know about the progress of the employee's recent work, the problems they have encountered, and the subsequent work plans, and provide feedback and suggestions to them in the first instance. Managers give affirmation and encouragement to the parts that employees have done well, and point out the shortcomings of employees in a constructive way, providing improvement methods [8]. Through this approach, managers assist employees in clarifying the direction of their work, enabling them to understand whether their work aligns with organizational goals and is moving in the right direction. Only in this way can organizational commitments be generated, preventing phenomena such as reduced employee work efficiency and performance due to insufficient guidance, and helping the enterprise achieve the goal of stable and efficient operation.

7. Conclusion

Through an in-depth analysis of the role of leadership styles of organizational commitment on the job performance of the new generation of employees, it is found that various leadership styles have different effects on job performance by influencing the dimension of organizational commitment, opening up new directions for enterprises to manage the new generation of employees. Transformational leadership traits should be actively cultivated and scientific means should be adopted to prevent the permissive model. Despite the many challenges this research faces, it is believed that the scope of the research will continue to expand in the future, not only to help enterprises discover the potential of new employees, but also to help enterprises achieve high-quality development.

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