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The Role of Leadership Style and Behaviour and Organizational Commitment on Industrialization in Indonesia

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Abstract: The imperative for global industrialization has arisen in response to the pronounced escalation in population and the influential role of leadership styles and behaviours in fostering industrial growth. This imperative underscore the significance attributed to this phenomenon by both researchers and policymakers. Accordingly, this study delves into an exploration of the effects of transactional leadership style, transformational leadership style, and leadership behaviour on the process of industrialization within the context of Indonesia. Furthermore, the research investigates the moderating influence of organizational commitment on the relationships between transactional leadership style, transformational leadership style, leadership behaviour, and industrialization in the Indonesian context. Data for this research were procured from senior industry leaders in Indonesia through the administration of questionnaires. The study employed the SPSS-AMOS statistical tool to analyse the interconnections among the variables under consideration. The findings revealed a positive correlation between transactional leadership style, transformational leadership style, leadership behaviour, and industrialization in Indonesia. Additionally, the study disclosed that organizational commitment plays a significant moderating role in the relationships between transactional leadership style, transformational leadership style, leadership behaviour, and industrialization in the Indonesian industrial landscape. The implications of these findings offer valuable insights to both researchers and policymakers, providing guidelines for enhancing industrialization through the strategic application of effective leadership styles and behaviours.

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1. Introduction

As Indonesia grapples with the intricate dynamics of economic expansion, globalization, and technological advancements, the nation's industrial sector stands at a pivotal juncture (Yuda & Kühner, 2023). Beyond the challenges presented by globalization and technological innovation, the trajectory of economic expansion is profoundly shaped by the leadership principles governing individual organizations (Petricevic & Teece, 2019). In an endeavour to delineate the attributes delineating industrial advancement within our distinct archipelagic context, this study delves into the intricate interplay among commitment, organizational behaviour, and leadership style. Gaining insight into the strategies employed by CEOs in steering industrial enterprises is imperative for fostering enduring success and sustainable growth, particularly in the face of substantial global economic transformations (Bag & Rahman, 2023). According to Sony et al. (2021), the success or failure of industrial endeavours hinges upon leadership, a pivotal determinant within organizational dynamics. Consequently, our inquiry commences by scrutinizing the myriad principles of leadership prevalent in the Indonesian industrial milieu and discerning their consequential effects. The operational dynamics of organizations are notably influenced by the transactional and transformational leadership styles (Alrowwad et al., 2020). Through the lens of cultural dynamics, historical legacies, and economic considerations, Indonesia becomes imbued with layers of complexity. This study delineates trends, preferences, and discerns the impacts of such leadership styles on the organizations led by industrial leaders. Moreover, it extends its scrutiny to the broader industrialization landscape, closely analysing the leadership philosophies employed by these leaders. The conduct of a leader introduces an additional stratum of intricacy. The internal milieu of an organization is profoundly shaped by the manner in which its leaders interact with their teams (Cortellazzo et al., 2019). According to Martínez et al. (2021), leaders, in addition to their decision-making role, wield a profound influence on the work ethic, morale, and culture within their organizations. Accordingly, our research undertakes an in-depth examination of leadership behaviours, including motivation, communication, and conflict resolution. These behaviours, in turn, impact employee engagement, thereby influencing organizational commitment—a critical factor for sustained industrial advancement. A nuanced comprehension of the intricate interplay between organizational commitment and leadership behaviour is imperative for cultivating a productive workplace conducive to propelling Indonesian industrialization in the long term (Astuty et al., 2022). Innovation and sustained productivity, as posited by Turner (2019) research, hinge upon organizational commitment, acting as the tether that binds employees to the company. The objective of this study is to discern the variables influencing organizational commitment within the Indonesian manufacturing sector. This research endeavours to investigate the mechanisms by which employee commitment shapes the trajectory of industrialization, specifically examining the impact of leadership styles and behaviours. The multifaceted industrial landscape in Indonesia confronts distinctive challenges emanating from socio-economic intricacies, cultural variances, and geographic distinctions (Amaruzaman et al., 2022). Harmonizing leadership styles with the distinctive attributes of the Indonesian context

assumes paramount significance, particularly as the nation endeavours to position itself as a formidable force in the regional and global economic landscape. Consequently, this study delves into the nuanced environmental factors exerting influence on leadership within Indonesia's industrial milieu. The research aspires to furnish a comprehensive understanding of the intricate interplay involving leadership style, behaviour, organizational commitment, and the distinctive features characterizing the Indonesian industrial context. This endeavour involves the acknowledgment and integration of these contextual nuances.

Our research endeavours to scrutinize the industrial landscape of Indonesia, encompassing three primary objectives. These objectives are formulated to elucidate the societal dimension of leadership and its pivotal role in facilitating enduring industrial advancement. Firstly, the study conducts an analysis of prevalent leadership principles within the diverse industrial milieu of the nation, assessing their impact on organizational performance. Secondly, we delve into the intricate realm of leadership behaviour, examining how leaders' communication styles, conflict resolution approaches, and team motivation strategies influence employee engagement, subsequently impacting organizational commitment. Thirdly, the research seeks to identify the factors influencing organizational commitment within the Indonesian industrial sector. Through the pursuit of these objectives, our intention is not only to contribute valuable insights to the existing body of knowledge but also to provide industry executives and policymakers with practical guidance. This guidance aims to inform human-centred decision-making, steering Indonesia toward a economically secure and sustainable industrial future.

The research also addresses specific lacunae that warrant acknowledgment. Initially, the study delves into the historical and cultural determinants that have moulded leadership approaches, recognizing that effective leadership is deeply entrenched in a nation's narratives and customs, transcending mere procedural methodologies. Secondly, the research directs attention to the occasionally overlooked facets of leadership, encompassing understanding, empathy, and flexibility, which constitute the underpinnings of genuine connections between leaders and their teams. Additionally, it probes into the organizational and psychological factors fostering commitment, discerning the unique threads that bind individuals to their roles and organizational affiliations. The study endeavours to bridge these gaps, offering a more comprehensible perspective on the intricate tapestry of leadership within Indonesia's industrial framework.

In the subsequent segment of this study, an examination of pertinent literature will be undertaken, followed by the elucidation of the research methodology. Subsequently, a comprehensive empirical analysis will be conducted to assess the veracity of the formulated hypotheses.

2. Literature Review

Transactional leadership appears as a reassuring guide in the intricate realm of industrialization, akin to a dependable companion throughout the intricate journey (Turner, 2022). According to Puni et al. (2021), this form of leadership, characterized by incentives, transparent expectations, and a pragmatic approach to work, effectively facilitates advancements in industrial progress. It resembles the presence of a steady hand at the helm, adeptly navigating the challenges of efficiency and

production. Transparent communication from transactional leaders according to [Li et al. \(2023\)](#) investigation, aids employees in cultivating a logical mindset and formulating specific objectives. It is analogous to possessing a comprehensible roadmap for achieving success. The organized approach of transactional leadership contributes to clearly delineated expectations, thereby imparting order to the intermittently volatile currents of industrial activities. Team members, benefiting from this clarity, can confidently execute their responsibilities, mitigating uncertainty and fostering a sense of security ([Cui, 2021](#)).

The rewards and recognition system inherent in transactional leadership serves as a motivational catalyst, fostering a collective sense of teamwork among employees ([Turner, 2019](#)). It initiates a constructive cycle of productivity and achievement, analogous to receiving commendation for successful task completion. The act of bestowing tangible recognition for individuals' endeavours serves to bolster their sense of purpose and value within the organizational framework ([Li et al., 2023](#)). Employees are esteemed contributors whose diligent efforts are duly acknowledged and recognized, transcending their role as mere components within the machinery of production. Moreover, the study of [Cui \(2021\)](#) observes that the transactional approach ensures systematic and precise task completion in the dynamic industrial landscape, where efficiency and outcomes are paramount. Analogously, it resembles the experience of listening to a meticulously executed symphony, wherein each note contributes to the seamless progression of the melody. The transactional leader vigilantly monitors performance, intervenes as necessary, and orchestrates the alignment of the group with the company's objectives ([Turner, 2019](#)). This pragmatic approach augments the general cadence of industrialization by fostering an environment where productivity is not merely an aspiration but a daily actuality. Despite the absence of grandiosity, transactional leadership exerts a sincere and consequential influence that propels industrialization forward at a sustained pace ([Qandeel & Kuráth, 2023](#)). The steadfast control is pivotal in maintaining the seamless operation of the industry, meeting deadlines, and attaining objectives. Consequently, we posit a hypothesis that, H1: Transactional leadership has a positive impact on Industrialization.

Transformational leadership according to [Çop et al. \(2021\)](#), is a potent instrument, it facilitates organizations in attaining innovation, progress, and collaborative accomplishments in the intricate realm of industrialization. This dynamic leadership approach, characterized by creativity, visionary cognition, and a commitment to organizational and human advancement, plays a pivotal role in shaping the trajectory of sectors in the future ([Cinnioğlu, 2020](#)). Analogous to a guiding beacon, transformational leadership elucidates a path for future progression while concurrently addressing current challenges. These leaders instil a sense of purpose that transcends daily responsibilities by articulating a collective vision, thereby aiding the group in comprehending the broader mission and objectives of the organization ([Lasrado & Kassem, 2021](#)). A distinctive characteristic of transformational leadership lies in its focus on individual development, likened to cultivating a garden where the potential of each worker is recognized and nurtured ([Mi et al., 2019](#)). These leaders foster innovation and creativity, affording their team members the autonomy to contribute to the evolving narrative of the organization. According to [Wilson \(2020\)](#), it is a leadership approach that perceives

each worker as an integral element of an innovative and adaptable workforce, rather than merely an individual involved in routine tasks.

Transformational leaders cultivate a work environment characterized by congeniality and symbolic of an intimate community, placing significant emphasis on mental well-being and interpersonal interactions ([Yin et al., 2020](#)). Employees experience a sense of belonging that transcends traditional hierarchical systems when they receive recognition, attentive listening, and appreciation [Cinnioğlu \(2020\)](#). In this context, individuals actively engage as participants in an ongoing pursuit of excellence, rather than functioning solely as components of the production machinery. Transformational leadership promotes a culture of continual development in the dynamic industrial landscape, where adaptability is imperative ([Mi et al., 2019](#)). It represents a commitment to continual development and a readiness to adapt to change. According to [Yin et al. \(2020\)](#), transformational leaders ensure organizational flexibility and preparedness to navigate challenges inherent in a rapidly evolving industrial environment by fostering a mindset of inquiry and adaptation. Consequently, we posit a hypothesis that, H2: Transformational leadership has a positive impact on Industrialization.

Leadership behaviour wields substantial influence over the intricate trajectory of industrialization, akin to the guiding hand that alters the course of a ship. The manner in which leaders interact with their teams impacts not only the organizational culture but also the overall effectiveness and efficiency of industrial activities ([Song et al., 2020](#)). Exemplary leadership behaviour, characterized by empathy, transparent communication, and a collaborative spirit, functions as a catalyst in fostering a positive and productive work environment ([Song et al., 2020](#)). It engenders a sense of cohesion and purpose among team members, akin to a harmonious symphony where each instrument contributes seamlessly. Positive leadership behaviour, as elucidated in [Morrison-Smith and Ruiz \(2020\)](#) inquiry, is rooted in effective communication, ensuring the clear understanding of expectations and goals to prevent misunderstandings and foster a shared awareness of organizational objectives. This resembles the adoption of a common language that unifies the efforts of workers toward a collective aim of industrial success. When leaders demonstrate empathy, their teams are better equipped to navigate challenges, as they are cognizant of them and actively seek solutions ([Terkamo-Moisio et al., 2022](#)). This cultivates a culture of loyalty and dedication among employees by accentuating the significance of individual well-being in the workplace.

Overcoming hierarchical barriers, [Ali et al. \(2020\)](#) research indicates that collaborative leadership behaviour nurtures an environment wherein ideas are openly exchanged, and diverse perspectives are actively encouraged. Analogous to a vibrant marketplace of ideas, it fosters a culture where creativity is promoted, and collective problem-solving becomes a defining feature of the organization's approach to challenges. Such an engaging leadership approach fosters an adaptive culture, a crucial attribute in an industry where change leadership is imperative ([Morrison-Smith & Ruiz, 2020](#)). Positive leadership behaviour, as elucidated by [Terkamo-Moisio et al. \(2022\)](#), emerges as the brushstroke crafting the portrait of a robust and thriving organization within the panorama of industrialization. It transcends mere procedural activities, constituting an embodiment of principles that metamorphose the workplace from a utilitarian space to a community where individuals are inspired to contribute wholeheartedly to

the overarching advancement of industrial progress (Song et al., 2020). Hence, we posit a hypothesis that,
H3: Leadership behaviour has a positive impact on Industrialization.

Organizational commitment emerges as a crucial moderator in the intricate dynamics of industrialization, akin to an efficacious adhesive that binds a team's endeavours cohesively. The synergy of organizational commitment with transactional leadership serves as a pivotal factor amplifying the positive effects on industrialization (Tuffour et al., 2022). Transactional leadership fosters a structured and goal-oriented work environment through its emphasis on clear objectives and incentives (Qandeel & Kuráth, 2023). According to Jehanzeb and Mohanty (2020), organizational commitment serves as a moderating factor, converting mundane tasks into significant contributions. Motivated by a profound sense of dedication and loyalty, employees surpass standard expectations, dedicating their time and efforts to the overall success of the organization (Jensen et al., 2019). This commitment evolves into a propelling force, guaranteeing the seamless and efficient progression of the industrialization process. Furthermore, organizational commitment serves as a safeguard against potential challenges or uncertainties. According to Qandeel and Kuráth (2023), Employees who align with the organization's vision persist in the face of challenges, serving as a resilient shield that shields the workforce from external pressures. This steadfast commitment ensures a resolute dedication to the trajectory of industrial progress. Hence, we contend that,

H4: Organizational commitment works as a moderator between transactional leadership and industrialization.

Organizational commitment serves as a pivotal moderator, augmenting the positive impacts of transformational leadership within the trajectory of industrialization. The attainment of new heights in industrialization is contingent upon the fusion of organizational commitment with the inspirational leadership provided by transformational leaders (Lee et al., 2023). The characteristics inherent in transformational leadership, including vision, inspiration, and personal growth, establish a workplace milieu wherein routine tasks assume a secondary role, motivating employees to collaborate towards the broader objectives of the organization. Acting as a moderator, organizational commitment amplifies the influence of transformative leadership and translates goals into tangible dedication (Binu Raj, 2022). Acting as a moderator and converting organizational goals into shared missions that resonate with every employee, organizational commitment augments the transformative influence of leadership (AlNuaimi et al., 2022). According to Al Harbi et al. (2019) dedicated individuals, spurred by transformative leaders, foster a culture of creativity, innovation, and continuous improvement. This propels the engine of industrial progress, resonating with a collective heartbeat brimming with commitment. According to Binu Raj (2022), organizational commitment serves as a robust defence mechanism against challenges, uncertainties, and shifts in the industrial landscape. Committed employees confront challenges with unwavering determination, driven by the transformative vision set forth by their leaders (Lee et al., 2023). This commitment functions as a guiding compass, ensuring the adaptability and resilience of the company even amidst rapid changes in the industry. Consequently, we posit a hypothesis that,

H5: Organizational commitment works as a moderator between transformational leadership and industrialization. Functioning as the moderator that mediates the impact of

leadership behaviour on the collaborative endeavours propelling industrial growth, organizational commitment emerges as a pivotal participant in the intricate dynamics of industrialization. When organizational commitment is integrated into leadership behaviour, it acts as a catalyst, amplifying the positive effects on industrialization (Memon & Ooi, 2023). Traits of leadership behaviour such as open communication, empathy, and teamwork contribute to the cultivation of a workplace atmosphere wherein individuals feel valued and included (Rawat et al., 2021). As a result, organizational commitment acts as a moderator, enhancing the impact of positive leadership behaviours on the workforce. According to Almutairi and Alenezi (2021), organizational commitment converts collaborative and empathetic engagements into a profound allegiance to the organization's objectives. When managers offer encouragement, employees reciprocate with a sense of commitment, fostering a connection that extends beyond routine tasks and aligns with the broader objectives of industrialization (Rawat et al., 2021). It resembles a collective mindset wherein individuals are not merely employees but also contributors to a group's success and advancement. Furthermore, organizational commitment functions as a protective measure against challenges or uncertainties arising from variations in leaders' actions. When leaders conduct themselves in a manner that fosters mutual respect and trust, dedicated employees adeptly navigate challenges with resilience (Rawat et al., 2021). This commitment functions as a stabilizing element, ensuring a steadfast adherence to the trajectory of industrial success delineated by ethical leadership behaviours. According to Almutairi and Alenezi (2021), The cornerstone of an organizational disposition that confronts the challenges of industrialization with a spirit of unity and shared purpose is the commitment cultivated through effective leadership behaviours. Therefore, we posit that,
H6: Organizational commitment works as a moderator between leadership behaviour and industrialization.

3. Research Methods

The study examines the influence of transactional leadership style, transformational leadership style, and leadership behaviour on the process of industrialization. Additionally, it explores the moderating effect of organizational commitment among transactional leadership style, transformational leadership style, leadership behaviour, and industrialization in the Indonesian context. Data for the study were collected through questionnaires distributed to the senior leadership of the industrial sector in Indonesia. The questionnaire items were derived from existing literature, with six items specifically designed for assessing transactional leadership style (Lumbantoruan et al., 2020), transformational leadership style has seven items (Atan & Mahmood, 2019), leadership behaviour has five items (Rehman et al., 2020), organizational commitment has five items (Dahmardeh & Nastiezaie, 2019) and industrialization has eight items (Saad et al., 2022).

The study enlisted senior executives from the industrial sector in Indonesia as participants, and the distribution of surveys was carried out through in-person visits. A total of 540 surveys were dispatched, with 301 surveys received and utilized for analysis, resulting in an approximate response rate of 55.74 percent. Additionally, the research employed SPSS-AMOS to examine the relationships among the variables, leveraging its effectiveness in analysing primary data and handling extensive datasets (Hair et al.,

2017). The study incorporated three predictor variables—Transactional Leadership Style (TLS), Transformational Leadership Style (TFLS), and Leadership Behaviour (LB)—and one dependent variable, Industrialization (IND).

Furthermore, the research introduced a moderating variable named Organizational Commitment (OC). These variables are visually represented in Figure 1.

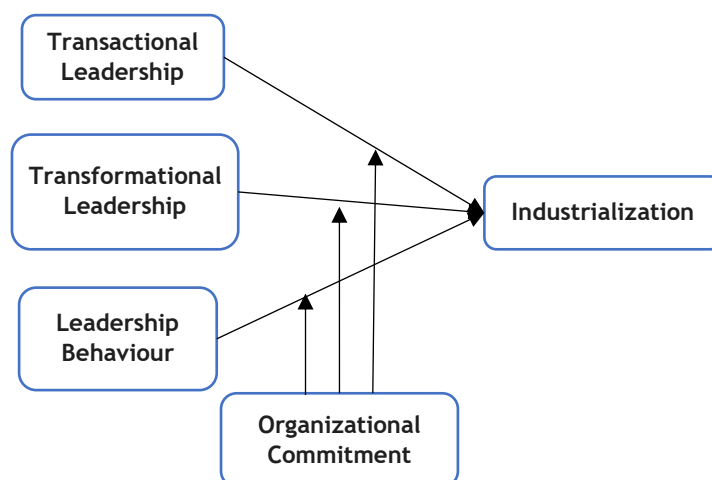


Figure 1: Research Model.

4. Research Findings

The results demonstrate the convergent validity of the items, as assessed through composite reliability (CR), revealing values not less than 0.70. Furthermore, the examination utilizing average variance extracted (AVE)

indicates values not less than 0.50. Additionally, the scrutiny of factor loadings reveals values not less than 0.50. Lastly, the assessment using the average shared variance (ASV) and maximum shared variance (MSV) discloses that both are not greater than the AVE values. These values indicate a high degree of correlation among the items, and they are presented in Table 1.

Table 1: Convergent Validity.

Constructs	Items	Loadings	CR	AVE	MSV	ASV
Transactional Leadership Style	TLS1 <-- TLS	0.984	0.925	0.677	0.449	0.151
	TLS2 <-- TLS	0.762				
	TLS3 <-- TLS	0.708				
	TLS4 <-- TLS	0.987				
	TLS5 <-- TLS	0.757				
	TLS6 <-- TLS	0.681				
Transformational Leadership Style	TFLS1 <-- TFLS	0.819	0.909	0.589	0.456	0.316
	TFLS2 <-- TFLS	0.810				
	TFLS3 <-- TFLS	0.761				
	TFLS4 <-- TFLS	0.670				
	TFLS5 <-- TFLS	0.748				
	TFLS6 <-- TFLS	0.785				
	TFLS7 <-- TFLS	0.771				
Leadership Behaviour	LB1 <-- LB	0.999	0.935	0.751	0.656	0.258
	LB2 <-- LB	0.629				
	LB3 <-- LB	0.994				
	LB4 <-- LB	0.989				
	LB5 <-- LB	0.629				
Organizational Commitment	OC1 <-- OC	0.824	0.903	0.651	0.449	0.251
	OC2 <-- OC	0.809				
	OC3 <-- OC	0.864				
	OC4 <-- OC	0.792				
	OC5 <-- OC	0.741				
Industrialization	IND1 <-- IND	0.689	0.913	0.603	0.283	0.177
	IND2 <-- IND	0.846				
	IND3 <-- IND	0.804				
	IND4 <-- IND	0.841				
	IND5 <-- IND	0.831				
	IND6 <-- IND	0.716				
	IND7 <-- IND	0.716				
	IND8 <-- IND	0.686				

The results demonstrate the discriminant validity of the variables, as assessed through the Fornell-Larcker criterion. The first figure in each column is not lower than

the subsequent figures in the same column. These values indicate that the variables are not highly correlated. The detailed values are presented in Table 2.

Table 2: Discriminant validity.

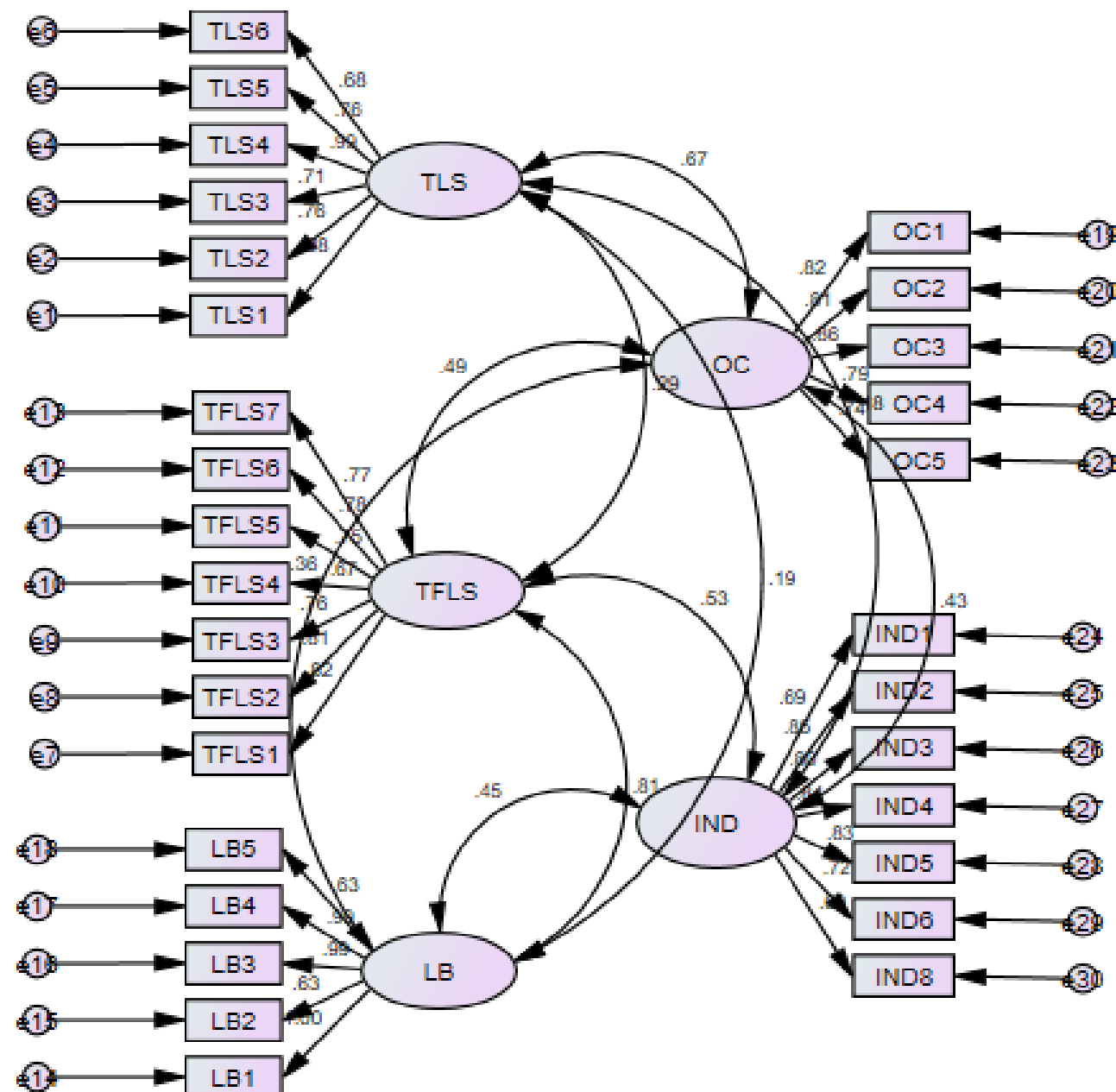
	OC	TLS	TFLS	LB	IND
OC	0.807				
TLS	0.670	0.823			
TFLS	0.488	0.292	0.768		
LB	0.364	0.187	0.610	0.867	
IND	0.429	0.182	0.532	0.455	0.776

The results indicate a well-fitted model, as evaluated through the RMSEA, with values not exceeding 0.05. Additionally, the model's fit was assessed using the TLI &

CFI, both yielding values not lower than 0.90. These values affirm that the model exhibits a good fit. Detailed values can be found in [Table 3](#).

Table 3: Model Good Fitness.

Selected Indices	Result	Acceptable level of fit
TLI	0.965	TLI > 0.90
CFI	0.967	CFI > 0.90
RMSEA	0.001	RMSEA < 0.05 good; 0.05 to 0.10 acceptable

**Figure 2:** Measurement Model Assessment.

The findings reveal a positive correlation between transactional leadership style, transformational leadership style, and leadership behaviour with industrialization in Indonesia, confirming the acceptance of hypotheses H1,

H2, and H3. Furthermore, the study also demonstrates that organizational commitment significantly moderates the relationships among transactional leadership style, transformational leadership style, leadership behaviour,

and industrialization in Indonesia, supporting the acceptance of hypotheses H4, H5, and H6. These results

are presented in Table 4.

Table 4: Path Analysis.

	Relationships	Beta	S.E.	C.R.	P
Industrialization	<--- Transactional Leadership Style	0.456	0.040	11.448	0.000
Industrialization	<--- Transformational Leadership Style	0.060	0.025	2.400	0.011
Industrialization	<--- Leadership Behavior	0.145	0.036	3.976	0.000
Industrialization	<--- Organizational Commitment	0.340	0.040	8.571	0.000
Industrialization	<--- LB x OC	0.018	0.007	2.627	0.009
Industrialization	<--- TFLS x OC	0.074	0.008	9.662	0.000
Industrialization	<--- TLS x OC	0.108	0.007	15.549	0.000

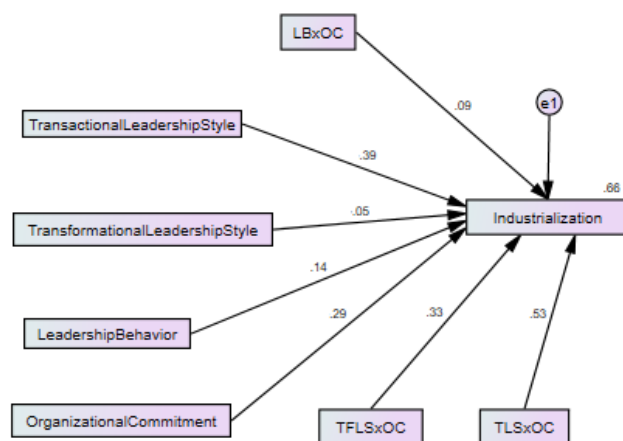


Figure 5: Structural Model Assessment.

5. Discussion

Our study illuminates a nuanced narrative that extends beyond the traditional confines of academic inquiry. This research transcends mere academic engagement; it represents a substantial exploration into the heart of Indonesia's industrial landscape, where the interplay of organizational commitment, leadership behaviours, and styles intricately shapes the growth framework. Situated in an archipelagic nation steeped in historical legacies and intricate economic dynamics, Indonesia serves as a diverse and culturally rich backdrop that contextualizes the framework within which our research unfold (Yuda & Kühner, 2023). The research reveals that effective leadership is a dynamic influence shaped by the nuances of the intricate environment rather than a universally applicable concept. In scrutinizing the landscape of leadership styles, distinct patterns emerge in Indonesia, shaped by cultural diversities, historical intricacies, and the intricate fabric of economic challenges. Comparable to a mosaic, these styles steer the trajectory of industrial endeavours, impacting the interactions between leaders and their teams. Beyond their academic categorizations, leadership styles like transformational and transactional act as templates that shape the day-to-day experiences of individuals collaborating towards a shared objective (Turner, 2022).

Upon close examination of transactional leadership, the research identifies it as a dependable ally and a propelling force within the industrial process. As Li et al. (2023) discerns that it ultimately revolves around incentives, well-defined expectations, and a pragmatic approach harmonizing effectively with the practicalities of business operations. Transactional leadership evolves from a conceptual notion into a stable influence steering the ship through the intricacies of efficiency and production (Cui, 2021). According to studies like Turner (2022) and Cui (2021), leadership approach exhibits organization while retaining a personal touch, ensuring each team member

comprehends their role in the broader objective of attaining industrial success. As the study pivots to examine transformational leadership, it identifies a shared vision and an inspirational attribute. Creating a compelling future vision necessitates more than mere goal-setting. Transformational leaders, assuming mentorship roles, cultivate a sense of direction and purpose extending beyond individual responsibilities (Yin et al., 2020). Studies like Mi et al. (2019) and Wilson (2020) substantiate the hypothesis, revealing that the focus on individual development—where managers facilitate the realization of staff members' potential, contributing to the organization's evolving narrative—is the locus of the human element. Leadership not only enhances productivity but also nurtures innovation and creativity, cultivating a workplace where each individual is a esteemed contributor to the collective commitment to industrial excellence (Morrison-Smith & Ruiz, 2020). Subsequently, the research delves into the roles of organizational commitment as an intermediary factor between industrialization and various leadership styles. According to Jehanzeb and Mohanty (2020) findings, organizational commitment serves as a linkage between the collective efforts of the workforce and the impact of leadership styles. Specifically, in the context of transactional leadership, organizational commitment transforms routine tasks into meaningful contributions (Tuffour et al., 2022). The organization is propelled by a shared commitment that ensures the seamless and efficient operation of the industrialization apparatus. The dedication and loyalty exhibited by committed workers, transforming the company into a community with a shared objective, exemplify the human dimension (Terkamo-Moisio et al., 2022).

In the realm of transformational leadership, empirical investigation reveals that organizational commitment translates aspirational objectives into tangible and devoted allegiance. Binu Raj (2022), examining the phenomenon of committed individuals evolving into catalysts for innovation, creativity, and a culture characterized by continual enhancement, the research discerns the intrinsic human factor within the steadfast resolve of dedicated employees. Such individuals exhibit unwavering dedication driven by the transformative vision articulated by their leaders, enabling them to surmount challenges and contribute significantly to organizational progress. Qandeel and Kuráth (2023) posits that it is a collaborative endeavour wherein leadership acts as a catalyst, propelling industrialization beyond conventional boundaries, with commitment serving as the propulsive force (Lee et al., 2023). The investigation further delves into the intricate interplay between organizational commitment and leadership conduct. Human transformations encompassing cooperative dynamics, empathetic interactions, and proficient communication emerge as pivotal constituents fostering a salubrious work milieu. This dynamic is characterized not only as a composite of behaviours but also as integral to the overall organizational fabric. Memon and Ooi (2023) discerns that leadership conduct assumes the

embodiment of values, effectuating a workplace transformation into a cohesive community wherein individuals are incentivized to wholeheartedly contribute to the shared pursuit of industrial progress. The research underscores organizational commitment as a conduit, transmuting collaborative and empathetic behaviours into a robust allegiance to the organizational objectives, as corroborated and substantiated by Almutairi and Alenezi (2021).

6. Implications

The study holds significant implications for leaders, decision-makers, and practitioners shaping Indonesia's industrialization trajectory. It furnishes a valuable roadmap for leaders, aiding in the nuanced application of diverse leadership principles. Understanding the distinctions between transformational and transactional leadership facilitates tailored strategies, crucial for sector-specific requirements and optimizing leadership efficacy. The study's insights extend to organizational culture and employee engagement, emphasizing the role of leadership styles in fostering a dynamic corporate culture supportive of sustainable industrial growth. Organizational commitment, highlighted as a moderator, becomes pivotal for leveraging leadership impact on outcomes. By harnessing staff dedication, organizations and leaders can propel industrialization with steadfast determination. The study provides guidelines for researchers and policymakers aiming to enhance industrialization through effective leadership styles and behaviours.

7. Limitations

Acknowledging the insightful contributions of this study concerning the interplay among organizational commitment, leadership styles, and behaviours in the context of Indonesian industrialization, it is imperative to delineate its limitations. Primarily, the study's reliance on survey data and self-reported measures introduces a potential common method bias, wherein respondents may have shaped responses based on expectations rather than experiential realities, thereby introducing an element of subjectivity. Furthermore, the cross-sectional study design precludes the establishment of causal relationships among variables, necessitating caution in ascribing causation; longitudinal studies could offer a more comprehensive elucidation of the dynamics involved. Additionally, the study's focus on organizational commitment and leadership styles may not encompass all variables influencing industrialization. Subsequent research endeavours should consider the potential influential roles of external factors such as economic policies, geopolitical pressures, and technological advancements in shaping the industrial landscape.

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