

Psychological well-being and leadership styles as predictors to organizational commitment among supervisors in a BPO industry: A regression-based approach

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ABSTRACT

This present study explores the relationship between psychological well-being, leadership styles, and organizational commitment among supervisors in the Business Process Outsourcing (BPO) industry in the Philippines, recognizing the increasingly pivotal role of mid-level leaders in fostering employee engagement and organizational loyalty as the sector rapidly expands. Employing a quantitative research design, the study gathered data from a representative sample of BPO supervisors using validated instruments to measure psychological well-being, perceived leadership styles—transformational, transactional, and laissez-faire—and the three dimensions of organizational commitment: affective, continuance, and normative, with correlation and regression analyses determining the strength and predictive nature of their relationships. Results revealed that higher psychological well-being is significantly associated with stronger organizational commitment, while transformational leadership surfaced as the strongest positive predictor of commitment, transactional leadership exerted a moderate influence, and laissez-faire leadership showed weak or negative correlations with commitment indicators. Overall, the study underscores that promoting supervisors' psychological well-being and cultivating effective leadership—particularly transformational leadership—are essential strategies for strengthening organizational commitment in the Philippine BPO industry, offering valuable implications for human resource management, training, and leadership development programs aimed at improving workforce performance and retention.

Keywords: psychological well-being, leadership styles, organizational commitment

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INTRODUCTION

The Philippines' Business Process Outsourcing (BPO) industry has been a significant driver of economic development since the early 2000s, creating substantial employment and revenue streams. Projections by the IT and Business Process Association of the Philippines (IBPAP) indicate a continuous increase in the workforce, from 1.44 million in 2021 to an estimated 1.7 million by 2023 (Logix BPO, 2023), underscoring the industry's critical role in the national economy. This rapid expansion, however, necessitates effective management of a large workforce to foster organizational loyalty and efficiency.

In this dynamic environment, psychological well-being and effective leadership styles are increasingly recognized as pivotal for employee retention and organizational engagement (Smith & Richardson, 2018; Lee, 2021). For instance, empirical evidence consistently demonstrates that transformational and servant leadership styles significantly enhance employee psychological well-being and organizational commitment (Brown & Fields, 2020; Gupta & Singh, 2022). These findings suggest a compelling need for BPO organizations to adopt leadership approaches that proactively support and improve employee well-being.

While the global BPO market navigates technological advancements and economic fluctuations, the Philippine sector faces unique local challenges. High turnover rates are frequently attributed to job fatigue and stress stemming from demanding hours and performance expectations (Martinez, 2019; Aquino & Santos, 2021). Furthermore, the swift pace of technological evolution presents ongoing challenges for personnel management and organizational leadership (Nguyen, 2020).

Despite extensive research on leadership styles and employee well-being in various organizational contexts, a notable gap exists in the Philippine BPO landscape regarding robust statistical analyses of these dynamics. Specifically, there is a dearth of empirical studies employing regression-based approaches to examine how leadership styles influence supervisors' psychological well-being and, consequently, their organizational commitment within this unique industry. While theoretical frameworks suggest a strong interplay between these variables, and studies in other sectors confirm the positive impact of supportive leadership on well-being and commitment (e.g., Liu et al., 2018, on the service industry; Kim & Vandenberghe, 2019, on healthcare), these relationships remain underexplored with rigorous quantitative methods in the context of Philippine BPO. Moreover, longitudinal research exploring the interaction of these variables over time is also notably absent (Lee & Kim, 2023).

This study aims to bridge this empirical gap by employing a regression-based approach to investigate the intricate relationships among leadership styles, psychological well-being, and organizational commitment among Philippine BPO supervisors. Specifically, the research seeks to (1) identify supervisors' dominant leadership styles, (2) measure their level of psychological well-being, and (3) analyze how these factors predict their organizational commitment. Supervisors are chosen as the focus due to their critical role as a direct link between strategic management and frontline employees, vital for operational effectiveness and organizational cohesion.

This research will contribute to Sustainable Development Goals (SDGs) 8 (Decent Work and Economic Growth) and 3 (Good Health and Well-being) by enriching the discourse on human capital development within BPO settings. By uncovering key characteristics that foster organizational commitment, this study will equip BPO organizations with evidence-based management strategies to enhance job satisfaction and mitigate attrition (Alvarez & Ramos, 2023;

Singh, 2024). The findings are also anticipated to inform policy recommendations aimed at strengthening the Philippines' BPO industry and bolstering socio-economic growth (Department of Trade and Industry, 2022). The study's rigorous methodological approach and focus on the unique Philippine context will advance the existing body of knowledge and lay foundational groundwork for future human capital strategy research in developing countries, ultimately enhancing the BPO sector's sustainability and competitiveness, which is paramount to the Philippines' continued economic growth.

Statement of the problem

This study aims to investigate the relationship between psychological well-being, leadership styles, and organizational commitment among supervisors of BPO companies across all districts of Quezon City. Specifically, it seeks to answer the following questions:

1. What is the level of agreement for the psychological well-being of supervisors of BPO companies in terms of autonomy, environmental mastery, personal growth, positive relations with others, purpose in life, and self-acceptance?
2. What is the level of agreement for the leadership styles of supervisors of BPO companies in terms of transactional leadership, transformational leadership, and passive-avoidant leadership?
3. What is the level of agreement for the organizational commitment of supervisors of BPO companies in terms of affective commitment, continuance commitment, and normative commitment?
4. Is there a significant relationship between the domains of supervisors' psychological well-being and their organizational commitment?
5. Is there a significant relationship between the domains of supervisors' leadership styles and their organizational commitment?
6. Does psychological well-being predict organizational commitment among BPO supervisors?
7. Do leadership styles predict organizational commitment among BPO supervisors?

METHODOLOGY

This study employed a quantitative, correlational-predictive research design to examine the relationships and predictive effects of psychological well-being and leadership styles on organizational commitment among supervisors in Business Process Outsourcing (BPO) companies across Quezon City. A quantitative approach was deemed suitable as it involves the systematic collection and analysis of numerical data using standardized instruments to measure clearly defined psychological constructs, such as autonomy, transformational leadership, and affective commitment. Correlational design was employed to determine the strength and direction of naturally occurring associations between variables without manipulating them, particularly addressing research questions focused on the relationships between dimensions of psychological well-being, leadership styles, and organizational commitment. In addition, a predictive element was integrated through multiple linear regression analysis to assess the extent to which

psychological well-being and leadership styles could predict organizational commitment, providing a rigorous framework for estimating the influence of these factors in the BPO supervisory context.

The study targeted supervisors employed in BPO companies in all districts of Quezon City, encompassing personnel from both local and international accounts. The intended sample consisted of 384 participants; a number chosen to meet statistical recommendations for regression-based analyses and ensure sufficient power for model estimation. A non-probability sampling method, specifically snowball-purposive sampling, was utilized to recruit participants. Initial participants were purposively selected based on their supervisory role and subsequently referred other eligible supervisors within their networks, addressing the practical challenge of obtaining a complete sampling frame across multiple organizations. While this approach facilitated efficient recruitment, the findings are generalizable only to the sample and not to the entire population of BPO supervisors in the area. Respondent verification was conducted through formal permission letters sent to the management of participating BPO companies, as well as informed consent forms provided to potential participants, ensuring that supervisors voluntarily agreed to partake in the study with full understanding of its purpose and procedures.

Data were gathered using three standardized Likert-type instruments. Psychological well-being was measured with the Ryff Scale of Psychological Well-Being, which assesses six dimensions: autonomy, environmental mastery, personal growth, positive relations with others, purpose in life, and self-acceptance. Participants responded on a six-point scale, with negatively worded items reverse-scored to ensure consistent interpretation, and descriptive mean scores were used to classify levels of psychological well-being. Leadership styles were assessed using the Multifactor Leadership Questionnaire (MLQ-5x), a 45-item instrument capturing transformational, transactional, and passive-avoidant behaviors, along with leader outcomes such as extra effort, effectiveness, and satisfaction. The MLQ-5x has been validated through confirmatory factor analyses, convergent validity with the Transformational Leadership Inventory, and reliability testing including internal consistency, interrater agreement, and test-retest reliability. Organizational commitment was evaluated using the 24-item Organizational Commitment Questionnaire (OCQ), which measures affective, continuance, and normative commitment on a seven-point scale. Each subscale demonstrated high reliability, confirming the suitability of the instruments for capturing the intended constructs among BPO supervisors.

The data collection process was conducted systematically from February to March 2025, following strict ethical guidelines. Prior to data gathering, ethical clearance was obtained from the Research Ethics Committee of the Polytechnic University of the Philippines, and formal permission was secured from BPO company management. Supervisors were recruited through purposive selection and snowball referrals, and informed consent was obtained before participation. Questionnaires were administered either electronically or in hard copy according to organizational preference, with the research team monitoring completion and providing clarification as necessary. All collected data were securely organized, checked for completeness, and prepared for subsequent statistical analysis.

Statistical analysis incorporated both descriptive and inferential techniques. Descriptive statistics, including means and standard deviations, were calculated for the six domains of psychological well-being, three leadership style dimensions, and three components of organizational commitment to provide an overview of central tendencies and dispersion. Pearson product-moment correlation coefficients were used to examine the strength and direction of linear relationships between psychological well-being and organizational commitment, as well as

between leadership styles and organizational commitment. To further investigate predictive relationships, multiple linear regression analysis was conducted, enabling the identification of variables that significantly forecasted organizational commitment while controlling for overlaps among predictors. Standardized beta coefficients, t-values, p-values, and R^2 were analyzed to quantify influence and assess the proportion of variance explained by the independent variables. This dual approach ensured a comprehensive understanding of both the associations and predictive mechanisms linking psychological well-being, leadership styles, and organizational commitment.

The study adhered rigorously to ethical principles to protect participant rights and ensure research integrity. Informed consent was obtained from all respondents, and confidentiality and anonymity were strictly maintained. Personal data were stored securely in compliance with the Data Privacy Act of 2012, with access restricted to the researcher and data retained only for a limited period before secure disposal. Participating companies were assured of organizational privacy, and their identities were not disclosed in any reports or publications. Additionally, the responsible use of Artificial Intelligence tools was acknowledged for purposes of content organization, grammar refinement, and analytical verification, without compromising the accuracy or interpretation of the data. This methodological approach ensured a robust, ethically sound investigation capable of generating meaningful insights into the dynamics of psychological well-being, leadership, and organizational commitment among supervisors in the high-pressure environment of the BPO industry.

RESULTS AND DISCUSSION

Relationship between psychological well-being and affective commitment

The study involved 384 BPO supervisors and utilized multiple regression analyses to examine how psychological well-being dimensions predict organizational commitment. Based on the methodology, affective commitment was operationalized as the emotional attachment and identification that supervisors feel toward their organization. The results indicate that the overall model is statistically significant ($F = 24.0$, $df = 6, 377$, $p < 0.01$), with the combination of psychological well-being dimensions explaining 27% of the variance in affective commitment ($\Delta R^2 = 0.27$). This finding rejects the null hypothesis that these dimensions collectively do not significantly predict affective commitment, underscoring the substantial role of internal psychological factors in shaping employees' emotional bonds with their workplace.

Among the individual predictors, Purpose in Life emerged as the strongest predictor ($\beta = 2.66$, $t = 6.19$, $p < 0.01$), suggesting that supervisors with a clear sense of meaning and direction are far more likely to experience deep emotional attachment to their organization. This aligns with literature emphasizing that intrinsic purpose strengthens alignment with organizational values and motivates genuine engagement. Personal Growth ($\beta = 1.05$, $t = 5.33$, $p < 0.01$) also significantly predicted affective commitment, indicating that opportunities for continuous learning and skill development foster reciprocal emotional investment. Similarly, Autonomy ($\beta = 0.23$, $t = 2.73$, $p < 0.01$) and Self-Acceptance ($\beta = 0.61$, $t = 2.64$, $p < 0.01$) were significant, highlighting that employees' sense of independence and positive self-regard enhance their emotional connection to the organization. In contrast, Environmental Mastery ($\beta = 0.06$, $t = 0.56$, $p > 0.05$) and Positive

Relations with Others ($\beta = 0.69$, $t = 1.63$, $p > 0.05$) did not significantly predict affective commitment, suggesting that external adaptive capabilities and interpersonal relationships are less influential than intrinsic psychological factors in shaping emotional attachment.

These findings underscore that fostering purpose, growth, autonomy, and self-acceptance among BPO supervisors is critical for enhancing affective commitment. Existing literature supports these results, indicating that employees with higher psychological well-being demonstrate stronger emotional bonds, greater intrinsic motivation, and improved organizational engagement (Kundi et al., 2020; Zhao & Sang, 2023; Farid, Ali, & Jan, 2019).

Relationship between psychological well-being and continuance commitment

Continuance commitment, which reflects employees' perceived costs of leaving the organization, was also analyzed using multiple regression. The model was statistically significant ($F = 19.0$, $df = 6, 377$, $p < 0.01$) and accounted for 22% of the variance ($\Delta R^2 = 0.22$), indicating that psychological well-being dimensions collectively influence employees' pragmatic retention decisions. Purpose in Life ($p < 0.01$) was again the strongest predictor, showing that supervisors who perceive alignment between their personal goals and organizational roles are more likely to remain due to the perceived value of staying. Personal Growth ($p < 0.01$), Autonomy ($p < 0.05$), and Self-Acceptance ($p < 0.05$) were also significant, highlighting that opportunities for development, a sense of control, and positive self-regard contribute to perceptions of staying as advantageous or costly to abandon. Conversely, Environmental Mastery and Positive Relations with Others were not significant predictors, suggesting that practical adaptability and interpersonal relationships are less directly tied to cost-based retention decisions.

These results reinforce the importance of internal psychological states in shaping continuance commitment. Supervisors who perceive personal meaning, growth opportunities, autonomy, and self-acceptance in their roles are more likely to evaluate leaving as a significant loss. This aligns with research emphasizing that continuance commitment is influenced not only by external constraints but also by internal alignment and investment in meaningful work (Farid, Ali, & Jan, 2019; Yuliawati, 2019; Zhao & Sang, 2023).

Relationship between psychological well-being and normative commitment

Normative commitment, reflecting a moral obligation to remain with the organization, was also examined through multiple regression. The overall model was statistically significant ($F = 13.3$, $df = 6, 377$, $p < 0.01$) and explained 16% of the variance in normative commitment ($\Delta R^2 = 0.16$). Personal Growth ($p < 0.01$), Positive Relations with Others ($p < 0.01$), and Autonomy ($p < 0.05$) were significant predictors, suggesting that employees' development opportunities, interpersonal connections, and freedom in decision-making foster a sense of duty to stay. Environmental Mastery, Purpose in Life, and Self-Acceptance were not significant, indicating that broader psychological strengths do not directly translate into moral obligation in this context.

The findings highlight that normative commitment is strongly influenced by relational and developmental factors within the organization. Supervisors who experience growth, supportive relationships, and autonomy feel a moral responsibility to remain loyal, consistent with previous studies emphasizing the role of perceived investment, social bonds, and empowerment in fostering normative commitment (Zhao & Sang, 2023; Prysmakova & Lallatin, 2021; Hales et al., 2021).

Leadership styles as predictors of affective commitment

The study examined the influence of leadership styles on affective commitment. The regression model was significant ($F = 39.7$, $df = 3, 380$, $p < 0.01$), explaining 23% of the variance ($\Delta R^2 = 0.23$). Transformational Leadership ($p < 0.01$) emerged as the only significant positive predictor, indicating that leaders who inspire, motivate, and provide individualized support foster stronger emotional attachment among supervisors. Transactional and Passive-Avoidant Leadership were not significant, suggesting that reward-based exchanges or disengagement are insufficient to cultivate deep affective commitment. These results emphasize the unique role of transformational leadership in aligning employees' values with organizational goals and strengthening emotional bonds (Alshamari et al., 2024; Raja & Khan, 2017; Zaccaro & Banks, 2018).

Leadership styles as predictors of continuance commitment

Regarding continuance commitment, the regression model was significant ($F = 31.3$, $df = 3, 380$, $p < 0.01$), accounting for 19% of the variance ($\Delta R^2 = 0.19$). Transformational Leadership was again the only significant predictor ($p < 0.01$), indicating that visionary, supportive, and empowering leadership increases the perceived cost of leaving. Neither Transactional nor Passive-Avoidant Leadership significantly influenced continuance commitment, suggesting that practical retention decisions are driven more by the perceived value and investment offered by transformational leaders than by rewards or inaction. These findings reinforce literature showing that leadership which inspires and develops employees strengthens both emotional and pragmatic retention mechanisms (Zaccaro & Banks, 2018; Farid, Ali, & Jan, 2019).

Leadership styles as predictors of normative commitment

The regression analysis for normative commitment was significant ($F = 31.3$, $df = 3, 380$, $p < 0.01$), explaining 11% of the variance ($\Delta R^2 = 0.11$). Transformational Leadership was the only significant positive predictor ($p < 0.01$), suggesting that leaders who are inspirational and value-driven cultivate a moral obligation among employees to remain committed. Transactional and Passive-Avoidant Leadership were not significant, indicating that ethical loyalty is particularly dependent on active, empowering, and visionary leadership. These results align with prior research emphasizing that normative commitment is fostered through relational, ethical, and value-based leadership rather than through transactional exchanges or passive oversight (Sungu et al., 2019; Raja & Khan, 2017).

CONCLUSION

The study revealed that supervisors in BPO companies consistently demonstrate high levels of psychological well-being across all assessed dimensions. They exhibited particularly strong scores in Personal Growth, Positive Relations with Others, Purpose in Life, Self-Acceptance, and Environmental Mastery, indicating that supervisors generally possess robust psychological

resources. These resources manifest as confidence in decision-making, effective life management, drive for self-improvement, positive social connections, a clear sense of direction, and self-acceptance. While the overall well-being of supervisors was high, the dimension of Autonomy registered the lowest mean score among the six dimensions, suggesting that, despite being categorized as high, supervisors may experience relatively less freedom in decision-making and self-direction within their organizational roles. This points to an opportunity for organizations to foster greater empowerment and independence, thereby further enhancing psychological well-being.

In terms of leadership styles, supervisors predominantly exhibit high levels of Transformational Leadership, which reflects their ability to inspire, motivate, and engage their teams effectively. Transactional Leadership was observed at a moderate level, indicating a balanced application of rewards and performance management strategies. Passive-Avoidant Leadership, by contrast, was rated very low, demonstrating that supervisors generally avoid disengagement, inaction, or avoidance of responsibility. This pattern underscores that BPO supervisors are proactive, accountable, and responsive leaders, capable of maintaining effective team dynamics even in high-pressure environments.

Organizational commitment among supervisors presented a more nuanced pattern. Affective Commitment and Continuance Commitment were above average, suggesting that supervisors experience both emotional attachment to the organization and a consideration of the practical costs associated with leaving. Normative Commitment, however, was the lowest-rated component, reflecting a weaker sense of obligation or moral duty to remain with the organization. This finding highlights a potential gap in cultivating deep-rooted loyalty and long-term commitment grounded in shared organizational values and identity.

The study also identified significant relationships between psychological well-being, leadership styles, and organizational commitment. Notably, Personal Growth exhibited a significant negative correlation with Continuance Commitment, suggesting that supervisors with higher personal development may feel less bound to remain solely due to perceived exit barriers. Purpose in Life, Personal Growth, and Autonomy emerged as significant predictors of both Affective and Continuance Commitment, indicating that enhancing these well-being dimensions can strengthen supervisors' organizational attachment. Leadership styles also played a significant role: Transformational Leadership positively correlated with both Continuance and Normative Commitment, highlighting the motivational and ethical influence of inspiring leadership, whereas Transactional Leadership showed a negative association with these forms of commitment. Passive-Avoidant Leadership, however, did not significantly predict Normative Commitment. Multiple regression analyses further confirmed that psychological well-being and leadership styles significantly predict organizational commitment, collectively explaining substantial portions of variance in both Affective and Continuance Commitment. Purpose in Life, Personal Growth, and Autonomy were particularly influential, underscoring the interplay between supervisors' personal development and their organizational attachment.

Based on these findings, several recommendations can be proposed to strengthen both supervisors' well-being and their organizational commitment. BPO companies should enhance supervisors' sense of autonomy through participative management practices, delegation of decision-making responsibilities, and autonomy-supportive training programs, fostering independent problem-solving and workplace self-direction. Leadership development initiatives should focus on cultivating active and accountable behaviors, including timely decision-making, conflict resolution, and scenario-based training that reinforces proactive engagement.

Organizations can also promote a stronger sense of moral obligation and loyalty by implementing value-based recognition programs, reinforcing shared organizational values, and providing opportunities for supervisors to engage in meaningful corporate initiatives. Aligning personal and professional growth with organizational retention strategies—including structured career advancement, skill development, mentoring, and succession planning—can further integrate employee development with long-term organizational commitment. Emphasizing transformational leadership development, alongside initiatives that enhance Purpose in Life, Personal Growth, and Autonomy, can foster both affective and continuance commitment. Comprehensive leadership programs incorporating feedback systems, coaching, and clear communication of organizational value will strengthen supervisors' attachment to the company and reinforce a culture of proactive, responsible, and value-driven leadership. Collectively, these strategies can enhance psychological well-being, optimize leadership effectiveness, and promote sustained organizational commitment among BPO supervisors.

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