

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. As the sector continues its rapid expansion, the role of mid-level leaders has become increasingly pivotal in fostering employee engagement and sustaining organizational loyalty. Drawing on contemporary theories of leadership and employee well-being, the research aims to determine how specific leadership styles, namely; transformational, transactional, and laissez-faire—influence various dimensions of organizational commitment: affective, continuance, and normative. Using a quantitative research design, the study involved a representative sample of BPO supervisors and employed validated instruments to assess psychological well-being, perceived leadership styles, and levels of organizational commitment. Statistical treatment of the data included correlation and regression analyses to establish relationships and predictive strength among the variables. Findings revealed a significant relationship between psychological well-being and organizational commitment, indicating that employees with higher levels of well-being tend to be more committed to their organizations. Moreover, transformational leadership emerged as the strongest positive predictor of organizational commitment, while transactional leadership showed moderate influence. Laissez-faire leadership, in contrast, demonstrated a weak or negative correlation with commitment indicators. The study concludes that enhancing supervisors' psychological well-being and fostering effective leadership practices, particularly transformational leadership; crucial strategies for promoting stronger organizational commitment within the Philippine BPO context. These insights provide valuable implications for human resource management, training programs, and leadership development initiatives aimed at sustaining workforce performance and retention in the BPO industry.

Keywords: Psychological well-being, leadership styles, organizational commitment.

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INTRODUCTION

The Philippine Business Process Outsourcing (BPO) industry has emerged as a major contributor to national economic development since the early 2000s, generating substantial

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employment opportunities and revenue. Its continued expansion is reflected in projections by the IT and Business Process Association of the Philippines, which indicated an increase in the industry workforce from 1.44 million employees in 2021 to an estimated 1.7 million by 2023 (Logix BPO, 2023). Such sustained growth underscores the strategic importance of the BPO sector to the Philippine economy while simultaneously creating organizational challenges associated with managing an increasingly large and diverse workforce. As BPO organizations expand, their capacity to maintain operational efficiency, cultivate employee loyalty, and retain competent personnel becomes increasingly dependent on organizational conditions that support both effective leadership and employee psychological wellbeing.

Within this rapidly evolving organizational environment, psychological wellbeing and leadership have become particularly important because of their potential influence on employee engagement, retention, and commitment. Research has increasingly recognized that employees who experience supportive working conditions and effective leadership are more likely to develop positive psychological states and stronger connections with their organizations (Smith & Richardson, 2018; Lee, 2021). In particular, transformational and servant leadership have been associated with improved employee psychological wellbeing and organizational commitment, suggesting that leadership behaviors extending beyond routine supervision can meaningfully shape employees' workplace experiences (Brown & Fields, 2020; Gupta & Singh, 2022). Collectively, these findings establish leadership and psychological wellbeing as interconnected organizational factors and indicate that BPO organizations may benefit from leadership practices that simultaneously address performance expectations and employees' psychological needs.

The importance of these factors is intensified by the distinctive demands of the Philippine BPO environment. Although the global BPO market continues to adapt to technological developments and changing economic conditions, Philippine BPO organizations must also address persistent workforce concerns, particularly employee fatigue, occupational stress, and turnover. High attrition has frequently been associated with demanding work schedules, intensive performance expectations, and the psychological strain accompanying BPO work (Martinez, 2019; Aquino & Santos, 2021). At the same time, rapid technological evolution requires employees and supervisors to continually adapt to new systems, processes, and organizational expectations, thereby creating additional challenges for personnel management and organizational leadership (Nguyen, 2020). These conditions demonstrate that organizational commitment cannot be understood solely as an individual employee disposition. Rather, it must be examined in relation to the psychological conditions employees experience and the leadership practices that shape their work environment.

Existing scholarship provides considerable evidence supporting relationships among leadership, psychological wellbeing, and organizational commitment, yet important contextual and methodological gaps remain. Studies conducted in other organizational settings have demonstrated that supportive leadership contributes positively to employee wellbeing and commitment, including research within the service industry (Liu et al., 2018) and healthcare settings (Kim & Vandenberghe, 2019). Nevertheless, findings from these sectors cannot automatically be assumed to operate identically within Philippine BPO organizations because of the industry's distinctive combination of demanding schedules, intensive performance requirements, rapid technological change, and persistent turnover concerns. Moreover, despite the theoretical connections among leadership styles, psychological wellbeing, and organizational commitment, relatively few studies have subjected these relationships to rigorous statistical examination among supervisors in the Philippine BPO context. Regression based investigations capable of determining the predictive contributions of these variables remain particularly limited, while longitudinal evidence concerning how their relationships develop over time is likewise lacking (Lee & Kim, 2023). This gap establishes the need for a

contextually grounded quantitative investigation that moves beyond identifying associations and examines the extent to which psychological wellbeing and leadership styles predict organizational commitment.

The present study addresses this need by investigating psychological wellbeing, leadership styles, and organizational commitment among supervisors in the Philippine BPO industry through a regression based approach. It seeks to identify the dominant leadership styles experienced or demonstrated by supervisors, determine their levels of psychological wellbeing, and examine the extent to which these factors predict organizational commitment. Supervisors constitute a particularly relevant population because they occupy an intermediary position between strategic management and frontline personnel. Their responsibilities require them to translate organizational policies and objectives into operational practices while simultaneously managing employees, responding to performance demands, and maintaining team effectiveness. Consequently, supervisors' psychological functioning and experiences of leadership may have implications not only for their own commitment but also for broader organizational cohesion and operational effectiveness.

The theoretical foundation of the investigation is primarily informed by Bass's Transformational Leadership Theory and Meyer and Allen's Three Component Model of Organizational Commitment, with the Job Demands Resources Model providing an additional contextual perspective for understanding the BPO work environment. Together, these theoretical perspectives explain how leadership behaviors and workplace conditions may influence psychological wellbeing and subsequently shape different forms of organizational attachment. Their integration is particularly appropriate to the BPO context because the industry combines substantial workplace demands with organizational resources that may either alleviate or intensify employees' psychological experiences.

Bass's Transformational Leadership Theory explains how leaders can influence followers through idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. Transformational leadership extends beyond transactional exchanges by encouraging followers to identify with organizational goals, develop their capabilities, and derive greater meaning from their work. Within the context of the present study, transformational leadership is expected to contribute positively to supervisors' psychological wellbeing because inspirational, developmental, and individually supportive leadership behaviors can promote autonomy, positive relationships, personal growth, and a stronger sense of purpose. This expectation is consistent with the broader literature indicating that supportive leadership contributes to positive psychological functioning and stronger organizational attachment (Brown & Fields, 2020; Gupta & Singh, 2022).

Transformational leadership also provides a theoretical basis for anticipating differences in the forms of commitment experienced by supervisors. Supportive and inspirational leadership may strengthen affective commitment by fostering emotional attachment to the organization and may reinforce normative commitment by cultivating a sense of reciprocity and obligation toward an organization perceived as supportive. Conversely, an organizational environment characterized by meaningful work and effective leadership may reduce dependence on continuance commitment because supervisors remain primarily because they desire organizational membership rather than because leaving would involve substantial economic, professional, or personal costs. Transformational and transactional leadership dimensions are assessed through the Multifactor Leadership Questionnaire 5x developed by Bruce Avolio and Bernard Bass. The instrument captures leadership behaviors associated with idealized influence, inspirational motivation, intellectual stimulation, individualized

consideration, contingent reward, and management by exception, thereby permitting systematic examination of leadership within the proposed model.

Meyer and Allen's Three Component Model of Organizational Commitment complements this leadership perspective by providing a multidimensional explanation of employees' attachment to organizations. The model distinguishes affective commitment, which represents emotional attachment and identification; continuance commitment, which concerns perceived costs associated with leaving; and normative commitment, which reflects a sense of obligation to remain. This distinction is important because employees may remain in an organization for fundamentally different psychological reasons. Rather than treating commitment as a single generalized condition, the model enables the present study to determine whether psychological wellbeing and leadership styles relate differently to each form of commitment.

Psychological wellbeing is consequently positioned as an important factor in understanding these commitment dimensions. Higher psychological wellbeing may promote affective commitment because employees who experience positive psychological functioning and satisfaction within their work environment are more likely to develop favorable emotional connections with their organization. It may similarly reinforce normative commitment when supportive workplace experiences generate feelings of gratitude and reciprocity. In contrast, improved psychological wellbeing combined with supportive and developmental leadership may lessen reliance on continuance commitment by enhancing employees' confidence, autonomy, and personal resources. The Organizational Commitment Questionnaire developed by John Meyer and Natalie Allen provides the basis for measuring these distinct dimensions and allows the study to examine organizational commitment with greater conceptual precision.

The Job Demands Resources Model further integrates these relationships by situating them within the specific working conditions of the BPO industry. The model proposes that occupational experiences are shaped by the balance between job demands that require sustained physical or psychological effort and job resources that assist employees in achieving work objectives, managing demands, and promoting development. Within BPO organizations, long working hours, intensive performance expectations, fatigue, stress, and continuous adaptation to technological changes represent significant job demands that may undermine psychological wellbeing and contribute to turnover (Martinez, 2019; Nguyen, 2020; Aquino & Santos, 2021). In contrast, supportive leadership, organizational support systems, opportunities for growth, and initiatives promoting balance between work and personal responsibilities function as resources that may lessen the adverse consequences of these demands.

Viewed through this theoretical lens, effective leadership is not merely a managerial characteristic but also an organizational resource capable of shaping supervisors' responses to demanding workplace conditions. Transformational leadership, in particular, may provide psychological and social resources through encouragement, individualized support, intellectual development, and meaningful organizational direction. These resources may buffer the effects of occupational demands, strengthen psychological wellbeing, and contribute to more desirable forms of organizational commitment. The Job Demands Resources Model therefore provides a contextual bridge between Bass's explanation of leadership processes and Meyer and Allen's explanation of commitment, clarifying how workplace demands and resources can influence the psychological mechanisms through which supervisors develop attachment to their organizations.

Building on these theoretical propositions and the reviewed empirical literature, the conceptual framework positions psychological wellbeing and leadership styles as independent latent variables that predict organizational commitment among BPO supervisors. These constructs are considered latent because they cannot be directly observed but can be inferred through measurable dimensions and behavioral indicators. Psychological wellbeing is

represented through self acceptance, autonomy, environmental mastery, positive relations with others, purpose in life, and personal growth, consistent with dimensions measurable through a validated instrument such as the Ryff Scales of Psychological Wellbeing. Collectively, these dimensions capture psychological functioning beyond the mere absence of distress by emphasizing positive relationships, purposeful living, personal development, autonomy, and effective engagement with one's environment.

Leadership styles constitute the second independent construct and are operationalized primarily through transformational and transactional leadership behaviors measured using the Multifactor Leadership Questionnaire 5x. Transformational leadership is reflected through idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration, while transactional leadership incorporates behaviors such as contingent reward and management by exception. These observable dimensions allow the broader leadership construct to be systematically assessed and related to supervisors' psychological wellbeing and organizational commitment. Their inclusion also permits examination of whether leadership approaches characterized by inspiration and development differ in predictive influence from those emphasizing exchanges, rewards, and performance monitoring.

Organizational commitment serves as the dependent latent construct and is represented by affective, continuance, and normative commitment, typically measured using the Organizational Commitment Questionnaire. The conceptual framework proposes that higher psychological wellbeing and more effective leadership styles, particularly transformational and transactional leadership, will be associated with stronger affective and normative commitment. At the same time, supportive leadership and enhanced psychological wellbeing are expected to reduce continuance commitment by creating conditions in which supervisors remain because of emotional attachment and perceived obligation rather than primarily because of the costs associated with leaving. The framework therefore recognizes that effective organizational attachment is not adequately represented by retention alone, since the underlying reason an employee chooses to remain may have important implications for organizational functioning.

The integration of the literature, theoretical perspectives, and conceptual relationships reveals a consistent argument that leadership, psychological wellbeing, and organizational commitment are closely connected, yet their combined predictive relationships remain insufficiently examined among supervisors in the Philippine BPO industry. Existing research establishes the benefits of supportive leadership and employee wellbeing across organizational settings (Smith & Richardson, 2018; Liu et al., 2018; Kim & Vandenberghe, 2019; Brown & Fields, 2020; Lee, 2021; Gupta & Singh, 2022), while evidence concerning the Philippine BPO environment highlights persistent stress, fatigue, technological pressures, and employee turnover (Martinez, 2019; Nguyen, 2020; Aquino & Santos, 2021). The convergence of these findings supports the proposed relationships, while the scarcity of context specific regression based and longitudinal investigations identifies a significant empirical gap (Lee & Kim, 2023). Addressing this gap is essential for determining not simply whether these variables are related, but also how strongly psychological wellbeing and leadership styles contribute to explaining organizational commitment within a strategically important Philippine industry.

The significance of the investigation extends beyond theoretical clarification to practical human capital management. By identifying the psychological and leadership characteristics associated with stronger organizational commitment, the findings may provide BPO organizations with evidence based directions for strengthening leadership development, improving employee experiences, increasing job satisfaction, and reducing attrition (Alvarez & Ramos, 2023; Singh, 2024). The results may likewise contribute to policy recommendations designed to strengthen the Philippine BPO sector and its contribution to socioeconomic

development (Department of Trade and Industry, 2022). More broadly, the study supports Sustainable Development Goal 8 on Decent Work and Economic Growth and Sustainable Development Goal 3 on Good Health and Wellbeing by emphasizing organizational conditions that promote productive employment alongside positive psychological functioning. Through its focus on supervisors, its integration of leadership, psychological wellbeing, and multidimensional organizational commitment, and its use of a rigorous quantitative predictive approach, the study seeks to contribute context specific evidence that can support the sustainability and competitiveness of the Philippine BPO industry while providing a foundation for future human capital research in developing country contexts.

Statement of the problem

This study aims to investigate the relationship among Psychological Wellbeing, Leadership Styles, and Organizational Commitment of supervisors of BPO companies across all districts of Quezon City. Specifically, it seeks to determine the levels of agreement regarding the supervisors' psychological wellbeing, leadership styles, and organizational commitment, examine the relationships among these variables, and determine whether psychological wellbeing and leadership styles predict organizational commitment.

1. What is the level of agreement regarding the psychological wellbeing 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 regarding 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 regarding 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 wellbeing and organizational commitment?
5. Is there a significant relationship between the domains of supervisors' leadership styles and organizational commitment?
6. Does psychological wellbeing predict organizational commitment among BPO supervisors?
7. Do leadership styles predict organizational commitment among BPO supervisors?

METHODOLOGY

This chapter presents the research methodology employed in the study. It discusses the research design, population, sample size, sampling technique, description of respondents, research instruments, data gathering procedures, statistical treatment of data, and ethical considerations applied in the conduct of the research.

The study titled "Psychological Well-Being and Leadership Styles as Predictors of Organizational Commitment among Supervisors in a BPO Industry: A Regression-Based Approach" employed a quantitative, correlational-predictive research design. This design was selected to investigate the statistical relationships and predictive influences between psychological well-being, leadership styles, and organizational commitment among supervisors working in BPO companies across various districts in Quezon City. The quantitative approach is appropriate for this study because it involves the collection and analysis of numerical data through standardized questionnaires to measure well-defined psychological constructs such as autonomy, transformational leadership, and affective

commitment. Quantitative designs are widely used in psychological and organizational research when the objective is to examine relationships among measurable variables using statistical tools (Creswell & Creswell, 2018). More specifically, the study utilized a correlational design to explore the degree and direction of association between variables. Research questions 4 and 5, which investigate the relationships between the domains of psychological well-being and leadership styles with organizational commitment, align with the goals of correlational research. This design does not involve manipulation of variables but seeks to understand how naturally occurring variables are related (Privitera, 2020). In addition, the study adopted a predictive component through the application of regression analysis, as indicated in the title. Research questions 6 and 7 focus on determining whether psychological well-being and leadership styles can predict organizational commitment. This objective necessitates the use of multiple linear regression, a statistical method used to assess the ability of independent variables to explain or predict the variance in a dependent variable (Field, 2018). By employing a regression-based approach, the study aims not only to identify associations but also to estimate the extent to which specific psychological and leadership factors influence supervisors' organizational commitment. The study is grounded in a quantitative framework that integrates both correlational and predictive elements, making it suitable for addressing the research objectives and drawing meaningful conclusions about the dynamics of leadership, well-being, and commitment in the BPO industry.

The study's target population comprises supervisors employed in Business Process Outsourcing (BPO) companies located across all districts of Quezon City, Philippines, including those from both local and international accounts. For this research, a total of 384 participants were targeted, representing the intended sample size for comprehensive data collection. A non-probability sampling approach, specifically snowball-purposive sampling, was utilized to recruit participants. This method combined elements of purposive sampling, where initial participants (supervisors meeting specific criteria) were intentionally selected, with snowball sampling, where these initial participants then referred other eligible supervisors within their networks. This approach was chosen given the practical challenges in obtaining a complete sampling frame of BPO supervisors across numerous organizations. The selection of 384 participants for a regression-based analysis aligns with statistical guidelines that recommend a minimum number of observations per independent variable to ensure sufficient statistical power and reliable model estimation. While various guidelines exist, common recommendations suggest approximately 10 to 20 participants per predictor variable (e.g., Tabachnick & Fidell, 2019; Hair et al., 2019), though specific numbers can vary based on model complexity. The targeted sample size of 384 provides a robust number of data points for analyzing the relationships between multiple psychological well-being and leadership style dimensions as predictors of organizational commitment. However, it is important to acknowledge that the use of non-probability sampling means the generalizability of findings will be confined to the characteristics of the respondents who actively participated in this specific study, rather than being statistically generalizable to the entire population of BPO supervisors in Quezon City. Regarding respondent verification, formal permission letters were disseminated to the management of relevant BPO industries, outlining the study's objectives and requesting their cooperation. Simultaneously, these letters, along with an informed consent form, were extended to potential supervisor respondents. Verification of participation was based on their explicit agreement to participate after thoroughly understanding the study's purpose and procedures via the informed consent process, confirming their role as a supervisor within the specified BPO companies.

The respondents for this study were supervisors currently employed in selected Business Process Outsourcing (BPO) companies located across all districts of Quezon City, Philippines. This includes supervisors from both local and international BPO accounts. Regarding verification, permission letters were disseminated to the BPO industries and potential respondents, outlining the study's purpose and assuring confidentiality. These letters included an informed consent form for participation in the self-report questionnaires. This indicates that respondents were verified by their agreement to participate after receiving informed consent and by their self-declared status as supervisors within the specified BPO companies.

This study required the use of three (3) standardized Likert-type questionnaires in gathering necessary data, which were procured and adapted online. In measuring the level of psychological well-being of the participants, the Ryff Scale of Psychological Well-Being was employed. To measure the levels of leadership styles of the participants, the Multifactor Leadership Questionnaire (MLQ-5x) was utilized. In measuring the organizational commitment of participants, the Organizational Commitment Questionnaire was used.

Carol Ryff, an American Psychologist, developed a self-report scale to assess an individual's psychological well-being. The Ryff Psychological Well-Being Questionnaire consists of six (6) dimensions, namely: self-acceptance, personal growth, purpose in life, environmental mastery, autonomy, and positive relations with others. Individuals respond to various statements and indicate on a 6-point Likert-type scale how true each statement is of them. Higher scores on each scale indicate greater well-being on that dimension. The researcher utilized the 7-item scale (short form). For the specific items of the 7-item scales, the Autonomy dimension is measured by items 1, 7, 13, 19, 25, 31, and 37; the Environmental Mastery dimension by items 2, 8, 14, 20, 26, 32, and 38; the Personal Growth dimension by items 3, 9, 15, 21, 27, 33, and 39; the Positive Relation with Others dimension by items 4, 10, 16, 22, 28, 34, and 40; the Purpose in Life dimension by items 5, 11, 17, 23, 29, 35, and 41; and the Self-acceptance dimension by items 6, 12, 18, 24, 30, 36, and 42. Items 3, 5, 10, 13, 14, 15, 16, 17, 18, 19, 23, 26, 27, 30, 31, 32, 34, 39, and 41 were negatively scored. Responses to negatively scored items were reversed in the final scoring procedures so that high scores indicate high self-ratings on the dimension assessed. The response scale used for items dealing with how participants feel about themselves and their lives ranged as follows: 1, Strongly disagree; 2, Disagree; 3, Slightly disagree; 4, Slightly agree; 5, Agree; and 6, Strongly agree. For the presentation, analysis, and interpretation of data, the descriptive mean score was used, wherein a mean score of 1.00-3.49 was interpreted as a low level of the aspect of psychological well-being, while a mean score of 3.50-6.00 was interpreted as a high level of the aspect of psychological well-being.

The scores for each dimension were further interpreted using specific descriptive guidelines distinguishing high scorers from low scorers. For Autonomy, a high scorer is self-determining and independent, able to resist social pressures to think and act in specific ways, regulates behavior from within, and evaluates the self by personal standards, while a low scorer is concerned about the expectations and important decisions, conforms to social pressures to think and act based on evaluations of others, and relies on judgments of others. For Environmental Mastery, a high scorer has a sense of mastery and competence in managing the environment, controls a complex array of external activities, makes effective use of surrounding opportunities, and is able to choose or create contexts suitable to personal needs and values, while a low scorer has difficulty managing everyday affairs, feels unable to change or improve the surrounding context, is unaware of surrounding opportunities, and lacks a sense of control over the external world. For Personal Growth, a high scorer has a feeling of continued development, sees the self as growing and expanding, is open to new experiences, has a sense of realizing one's potential, sees improvement in self and behavior over time, and is changing

in ways that reflect more self-knowledge and effectiveness, while a low scorer has a sense of personal stagnation, lacks a sense of improvement or expansion over time, feels bored and uninterested with life, and feels unable to develop new attitudes or behaviors. For Positive Relations with Others, a high scorer has warm, satisfying, trusting relationships with others, is concerned about the welfare of others, is capable of intense empathy, affection, and intimacy, and understands the give and take of human relationships, while a low scorer has few close, trusting relationships with others, finds it difficult to be warm, open, and concerned about others, is isolated and frustrated in interpersonal relationships, and is not willing to make compromises to sustain important ties with others. For Purpose in Life, a high scorer has goals in life and a sense of direction, feels there is meaning to present and past life, holds beliefs that give life purpose, and has aims and objectives for living, while a low scorer lacks a sense of meaning in life, has few goals or aims, lacks a sense of direction, does not see the purpose of past life, and has no outlook or belief that gives life meaning. For Self-Acceptance, a high scorer possesses a positive attitude toward the self, acknowledges and accepts multiple aspects of self, including good and bad qualities, and feels optimistic about past life, while a low scorer feels dissatisfied with self, disappointed with what has occurred in past life, is troubled about certain personal qualities, and wishes to be different than what one is. The internal consistency of the scale was reported as follows: Autonomy, 0.86; Environmental Mastery, 0.90; Personal Growth, 0.87; Positive Relation with Others, 0.91; Purpose in Life, 0.90; and Self-acceptance, 0.93.

The Multifactor Leadership Questionnaire (MLQ-5x) is a 45-item Likert-type scale authored by Bruce Avolio and Bernard Bass in 1995. It is the standard instrument for assessing transformational and transactional leadership behavior. It is a 5-point Likert-type rating scale starting with 1, Not at all; 2, Once in a while; 3, Sometimes; 4, Fairly Often; and 5, Frequently, if not always (Bass & Avolio, 2000; Avolio & Bass, 2004). The MLQ-5x comes with five transformational, three transactional, one laissez-faire, and three outcome scales. The first of the transformational scales is Inspirational Motivation (IM), which caters to the articulation and representation of a vision by the leader; by viewing the future with a positive attitude, followers are motivated. Next is Idealized Influence (attributed, IA), which refers to the attribution of charisma to the leader; because of the leader's positive attributes, such as perceived power and focus on higher-order ideals and values, followers build close emotional ties to the leader, and trust and confidence are likely to be built in followers. Idealized Influence (behavior, IB) emphasizes a collective sense of mission and values and acts upon these values. Intellectual Stimulation (IS) involves challenging the assumptions of followers' beliefs, their analysis of problems they face, and the solutions they generate. Individualized Consideration involves considering the individual needs of followers and developing their strengths. Each of the nine components of leadership is measured by four (4) highly interrelated items which at the same time have as low a correlation as possible with items of the other eight (8) components (Avolio & Bass, 2004). Under Idealized Influence (Behavior), item 6 states "talks about his/her most important values and beliefs," item 14 states "specifies the importance of having a strong sense of purpose," item 23 states "considers the moral and ethical consequences of the decision," and item 34 states "emphasizes the importance of having a collective sense of mission." Under Idealized Influence (Attributed), item 10 states "instills pride in others for being associated with him/her," item 18 states "goes beyond self-interest for the good of the group," item 21 states "acts in ways that build my respect," and item 25 states "displays a sense of power and confidence in decisions." Under Intellectual Stimulation, item 2 states "re-examines critical assumptions to question whether they are appropriate," item 8 states "seeks differing perspectives when solving problems," item 30 states "gets me to look at problems

from many different angles," and item 32 states "suggests new ways of looking at how to complete assignments." Under Individual Consideration, item 15 states "spends time teaching and coaching," item 19 states "treats me as an individual rather than just as a member of a group," item 29 states "they consider me to have different needs, abilities, and aspirations from others," and item 31 states "helps me to develop my strengths."

Transactional leadership scales include Contingent Reward (CR), in which the leader focuses on clearly defined tasks while providing followers with rewards, whether material or psychological, for fulfilling these tasks. Under Contingent Reward, item 1 states "provides me with assistance in exchange for my efforts," item 11 states "discusses in specific terms who is responsible for achieving performance targets," item 16 states "makes clear what one can expect to receive when performance goals are achieved," and item 35 states "expresses satisfaction when I meet expectations." Active Management-by-Exception (MbEA) is defined by the leader watching and searching actively for deviations from rules and standards in order to avoid these deviations, taking corrective actions if necessary. Under Management-by-Exception (Active), item 4 states "focuses attention on irregularities, mistakes, exceptions, and deviations from standards," item 22 states "concentrates his/her full attention on dealing with mistakes, complaints, and failures," item 24 states "keeps track of all mistakes," and item 27 states "directs my attention to failures to meet standards." In contrast, in Management-by-Exception (Passive, MbEP), intervening only occurs after errors have been detected or if standards have not been met. Another factor of leadership behavior is Laissez-Faire, which is defined as the absence of leadership and is used as a non-leadership contrast to the more active forms of transformational and transactional leadership approaches. These two behaviors exemplify non-leadership characteristics, marked by a lack of proactive direction, feedback, or prompt intervention. Numerous empirical investigations and psychometric evaluations (e.g., Avolio & Bass, 2004) amalgamate these components under the designation "Passive-Avoidant" leadership, a phrase that underscores disengagement or avoidance in leadership conduct. Under Management-by-Exception (Passive), item 3 states "fails to interfere until problems become serious," item 12 states "waits for things to go wrong before taking action," item 17 states "shows that he/she is a firm believer in 'if it is not broke, do not fix it,'" and item 20 states "demonstrates that problems must become chronic before I take action." Under Laissez-Faire, item 5 states "avoids getting involved when important issues arise," item 7 states "is absent when needed," item 28 states "avoids making decisions," and item 33 states "delays responding to urgent questions."

The three leader outcomes criteria included in the MLQ are followers' Extra Effort (EEF) with 3 items, the Effectiveness of the leader's behavior (EFF) with four items, and followers' Satisfaction (SAT) with their respective leader with two items. Under Extra Effort, item 39 states "gets me to do more than they expected me to do," item 42 states "heightens my desire to succeed," and item 44 states "increases my willingness to try harder." Under Effectiveness, item 37 states "is effective in meeting my job-related needs," item 40 states "it is effective in representing me to a higher authority," item 43 states "it is effective in meeting organizational requirements," and item 45 states "leads an effective group." Under Satisfaction, item 38 states "uses methods of leadership that are satisfying," and item 41 states "satisfactorily works with me." To evaluate the findings from the completed survey, a scoring key was developed along with the MLQ instrument (Avolio & Bass, 2004), using a 5-point behavioral scale (1, "Not at all," to 5, "Frequently, if not always"). It takes approximately 15 minutes to complete the questionnaire. In validation of the questionnaire, construct validity was established through confirmatory factor analyses (CFAs) in order to test the factorial validity of the MLQ-5x. Convergent validity was also established, in which the Transformational Leadership Inventory was intercorrelated with the MLQ-5x, whereby the transformational scales of the MLQ-5x revealed high, significant convergent validity to the transformational

leadership scales of the TLI ($.22 < r < .79$). With this, the credibility of validity was shown in the MLQ-5x. In evaluating its reliability, three independent approaches were chosen: internal consistency (Cronbach's Alpha), interrater agreement (ICC), and test-retest reliability (rtt). Internal consistency across the nine leadership scales, each consisting of only four (4) indicators, was rated as good to very good; interrater agreement was rated as satisfactory or high ($.74 < ICC < .97$); and test-retest reliability was rated as high and significant.

The Organizational Commitment Questionnaire (OCQ) is a 24-item scale authored by Natalie Allen and John Meyer (1997). It is a 7-point Likert-type questionnaire that measures three (3) components of organizational commitment. The first component, the Affective Commitment Scale, consists of 8 items. The second component, the Continuance Commitment Scale, also has eight items. The third component, the Normative Commitment Scale, includes 8 items. These three components were characterized by the following constructs: desire, obligation, and cost. The response scale used for items dealing with how participants represent their feelings about the company or organization they are affiliated with or for which they work ranged as follows: 1, Strongly disagree; 2, Moderately Disagree; 3, Slightly disagree; 4, Neither agree nor disagree; 5, Slightly agree; 6, Moderately agree; and 7, Strongly agree. Some items are negatively phrased and reverse-scored in each subscale, specifically items 4, 5, 6, and 8 under Affective Commitment; items 1, 4, and 6 under Continuance Commitment; and items 2, 3, and 8 under Normative Commitment. All sub-scales or components obtained high levels of reliability: the value of the coefficient alpha for the affective commitment scale was $\alpha = 0.86$; for continuance commitment, $\alpha = 0.76$; and for normative commitment, $\alpha = 0.88$.

The data gathering for this study was systematically conducted between February and March 2025, adhering to ethical research principles. Prior to any direct contact with participants, formal ethical clearance was secured from the relevant institutional review board. Following this, official permission was sought from the management of selected BPO companies in Quezon City, involving the submission of formal request letters detailing the research objectives, methodology, and the anticipated involvement of their supervisors (please see Appendix). Initial supervisor contacts, identified through purposive selection based on their role and presence in BPO companies, were approached and informed about the study. If these initial contacts agreed to participate, they were then requested to refer other eligible supervisor colleagues within their network, initiating the snowball sampling process. Each potential supervisor respondent received a clear explanation of the study's purpose, the voluntary nature of their participation, and strict assurances regarding data confidentiality and anonymity. Informed consent forms were provided, requiring their signature or explicit digital agreement to confirm their willingness to participate before proceeding with data collection. Self-report questionnaires, designed to collect data on psychological well-being, leadership styles, and organizational commitment, were then distributed to the consenting supervisors. These questionnaires were administered either electronically through secure online platforms or in physical format, depending on the BPO company's preference and logistical feasibility, a flexibility that aimed to ensure maximum ease of access and completion for the respondents while maintaining data integrity. The research team actively monitored the data collection process, providing clarifications to respondents as needed and ensuring a high rate of completion and accurate data input, with confidentiality protocols rigorously followed throughout this phase to protect participant information. Upon the conclusion of the data collection period in March 2025, all completed questionnaires, whether digital submissions or physical forms, were securely retrieved. The raw data were then systematically organized, meticulously checked for completeness and accuracy, and prepared for subsequent statistical analysis, ensuring their readiness for interpretation and discussion.

This study utilized a combination of descriptive and inferential statistical techniques to analyze the data gathered from 384 supervisors in selected Business Process Outsourcing (BPO) companies located in Quezon City. These statistical procedures were carefully selected to ensure the validity of the study's objectives, particularly in identifying relationships and predictive capacities among psychological well-being, leadership styles, and organizational commitment. Descriptive statistics, specifically mean and standard deviation, were employed to determine the central tendency and dispersion of scores across the various constructs measured in the study, including the six (6) domains of Psychological Well-Being (autonomy, environmental mastery, personal growth, positive relations, purpose in life, and self-acceptance), the three (3) dimensions of Leadership Styles (transformational, transactional, and passive-avoidant), and the three (3) components of Organizational Commitment (affective, continuance, and normative commitment). The computed mean scores were interpreted based on pre-established intervals and were classified as "Very Low," "Low," "Moderate," "High," or "Very High" to provide a qualitative summary of the results.

To address the study's hypotheses and research questions, two key inferential techniques were employed. The Pearson Product-Moment Correlation Coefficient (r) was used to assess the strength and direction of the linear relationships between the six domains of psychological well-being and the three components of organizational commitment, as well as between the three leadership styles and the three components of organizational commitment. Pearson's r was crucial for answering Research Questions 4 and 5, and for testing the null hypotheses H1 and H2. It is crucial to recognize that correlation identifies relationships, as it does not determine causality or predictive power. Therefore, to extend the analysis and identify which variables significantly predict organizational commitment, regression analysis was employed. Multiple Linear Regression Analysis (MLR) was employed to address Research Questions 6 and 7 and to evaluate the predictive hypotheses (H3 and H4). This sophisticated statistical method is appropriate for assessing the extent to which the variance in a dependent variable, organizational commitment, may be elucidated by various independent factors, namely psychological well-being and leadership styles. Correlation presents a brief overview of associations, whereas regression analysis delivers a more profound understanding of the extent and manner in which each predictor variable influences the outcome. Regression was employed in this study for several reasons: predictive modeling, as it determines which variables can reliably forecast levels of organizational commitment; quantification of influence, as regression produces beta coefficients (β) that reflect the degree of influence of each predictor; control of confounding effects, as by including multiple predictors, regression can isolate the unique contribution of each, accounting for potential overlaps; and decision-making support, as the results provide empirical guidance for human resource interventions and leadership development programs.

The regression model used in this study is mathematically expressed as $OC = \beta_0 + \beta_1(PWB) + \beta_2(LS) + \varepsilon$, where OC represents Organizational Commitment as the dependent variable, PWB represents the dimensions of Psychological Well-Being as independent variables, LS represents the dimensions of Leadership Style as independent variables, β represents the regression coefficients, and ε represents the error term. Each independent variable was entered into the model to assess its predictive validity, with the following indicators analyzed: standardized beta (β) coefficients, indicating the relative strength and direction of the predictor; t-values and p-values, to assess statistical significance; and R^2 (Coefficient of Determination), to show the percentage of variance in organizational commitment explained by the model. While correlation can ascertain the statistical relationship between two variables, it does not specify causation or the direction of influence, illustrate the extent of one variable's influence on another, facilitate concurrent analysis of several predictors, or discriminate between direct and indirect effects in the presence of many

variables. For instance, whereas transformational leadership and positive relationships may both correlate with affective commitment, only regression analysis can determine which characteristic most accurately predicts organizational commitment when accounting for others. Consequently, regression analysis was essential for generating evidence-based recommendations and for identifying the most significant factors. This comprehensive statistical methodology, utilizing both correlational and regression analyses, ensured a rigorous examination of the research questions. The study enabled the discovery of critical connections and the disclosure of predictive mechanisms influencing organizational commitment among BPO managers. These findings establish a fundamental foundation for managerial strategies aimed at enhancing employee retention, engagement, and well-being in high-pressure service industries.

This study strictly adhered to ethical standards in the conduct of academic research involving human participants. Several measures were undertaken to ensure the protection of participants' rights, the integrity of the data collected, and transparency in research practices. Before participation, all respondents were fully informed of the nature and purpose of the study. An Informed Consent Form was provided, explaining the study's objectives, procedures, voluntary nature of participation, potential risks and benefits, and the right to withdraw at any point without penalty. Participants confirmed their willingness to take part by signing the form, and no data were collected until full consent was obtained. To safeguard personal and sensitive information, all procedures were aligned with Republic Act No. 10173, also known as the Data Privacy Act of 2012. Participants were not required to disclose their names or any personally identifiable information, and codes were used in place of names to maintain anonymity. Collected data were stored on encrypted, password-protected digital devices accessible only to the researcher. Data were collected solely for academic research and were not shared with third parties. Data will be retained for a period not exceeding five years, after which all digital records will be permanently deleted, and any physical copies will be shredded and disposed of securely. Formal permission was obtained from the management of various BPO companies operating in Quezon City to conduct the study within their organizations. These companies permitted the distribution of questionnaires and the collection of data from their supervisory personnel under the explicit condition that company names shall not be disclosed in the thesis or any future publication, and this clause was fully respected to uphold organizational privacy and confidentiality. Prior to data collection, the research proposal underwent evaluation and approval by the Research Ethics Committee (REC) of the Polytechnic University of the Philippines (PUP). A formal Ethical Clearance Certificate was issued after a thorough review of the study's ethical soundness, data handling protocols, and participant protections.

This study acknowledges the responsible and transparent use of Artificial Intelligence (AI) tools in compliance with academic integrity policies. AI assistance was employed solely for structure and organization, to help ensure logical flow and coherence in the presentation of content; grammar and style correction, to refine clarity and readability without altering substantive content or interpretation; and analytical support, to cross-check statistical interpretations and confirm the accuracy of regression and correlational output presentations. At no point were AI tools used to fabricate data, replace human judgment, or violate academic standards. The researcher maintained complete control and critical oversight over all AI-assisted outputs.

RESULTS AND DISCUSSION

This study involved a total of 384 supervisors from Business Process Outsourcing (BPO) companies who served as respondents, examined through a quantitative, non-experimental research design employing descriptive-correlational and predictive statistical procedures. Respondents were selected through an appropriate sampling approach, and data were gathered using a structured survey instrument measuring three primary constructs: psychological well-being across six dimensions grounded in Ryff's multidimensional model, leadership style perceptions across transactional, transformational, and passive-avoidant orientations based on established leadership frameworks, and organizational commitment across affective, continuance, and normative dimensions consistent with Meyer and Allen's three-component model. Data were analyzed using descriptive statistics (means and standard deviations), Pearson *r* correlation analysis, and multiple regression analysis to determine relationships and predictive influences among variables. The results presented below are grounded strictly in the data gathered from the 384 respondents and are interpreted in direct relation to the study's objectives of describing the levels of psychological well-being, leadership style, and organizational commitment among BPO supervisors, examining the relationships among these constructs, and determining the extent to which psychological well-being and leadership style predict organizational commitment.

With respect to the level of psychological well-being of the supervisors in terms of autonomy, the overall weighted mean was 4.99 (SD = 0.79), interpreted as High. Among the individual indicators, the statement "I judge myself by what I think is important, not by the values of what others think is important" obtained the highest mean of 5.54 (SD = 0.52, High), while "It is easy for me to voice my own opinions on controversial matters" registered the lowest mean of 4.31 (SD = 0.52, Average). Other indicators such as "I am not afraid to voice my opinions, even when they are in opposition to the opinions of most people" (mean = 4.89, SD = 0.50), "My decisions are not usually influenced by what everyone else is doing" (mean = 4.96, SD = 0.62), "I feel confident in myself regardless of what others may think" (mean = 5.49, SD = 0.78), "I tend to be influenced by people with strong opinions" (mean = 4.87, SD = 0.52), and "I have confidence in my opinions, even if they are contrary to the consensus" (mean = 4.86, SD = 0.52) all fell within the High interpretation. These results suggest that supervisors in BPO companies generally operate with self-determination and confidence in their own viewpoints, resisting external pressures in decision-making, although the comparatively lower score on voicing opinions on controversial matters points to a possible area where situational or cultural factors temper autonomous expression. This finding is consistent with Ryff's conceptualization of autonomy as self-determination, independence, and the capacity to resist social pressures (Ryff, 1989; Ryff & Keyes, 1995), and aligns with an internal locus of evaluation wherein individuals regulate behavior according to personal standards (Ryff, 2014). Within Self-Determination Theory, autonomy is regarded as one of three fundamental psychological needs essential for optimal functioning and intrinsic motivation, alongside competence and relatedness (Deci & Ryan, 1985; Ryan & Deci, n.d.). The relative hesitation observed in voicing controversial opinions may reflect cultural dimensions such as collectivism or power distance that influence the expression of workplace autonomy, particularly in contexts where group harmony or hierarchical respect is prioritized (ResearchGate, 2023).

In terms of environmental mastery, the overall weighted mean was 5.12 (SD = 0.37), interpreted as Above Average. The highest-rated indicator was "I have been able to build a home and a lifestyle for myself that is much to my liking" (mean = 5.64, SD = 0.62, Very High), followed by "I fit very well with the people and the community around me" (mean = 5.51, SD = 0.76, Very High). The lowest-rated indicator, "I find it easy to arrange my life in a way that is satisfying to me," obtained a mean of 4.49 (SD = 0.69, Average). Additional indicators

included "In general, I feel I am in charge of the situation in which I live" (mean = 5.08, SD = 0.43), "I handle the demands of everyday life with resilience" (mean = 5.08, SD = 0.52), "I am quite good at managing the many responsibilities of my daily life" (mean = 4.99, SD = 0.42), and "I often feel overwhelmed by my responsibilities" (mean = 5.07, SD = 0.50), all interpreted as High. These findings indicate that supervisors generally perceive themselves as capable of managing their life situations effectively and making productive use of their surrounding opportunities, consistent with Ryff's definition of environmental mastery. Given the demanding and often unpredictable nature of the BPO industry, higher environmental mastery is associated with reduced occupational stress and enhanced job satisfaction (Tan & Waheed, 2018), underscoring the relevance of this dimension for sustaining effective supervisory leadership.

Personal growth yielded an overall weighted mean of 5.07 (SD = 0.18), interpreted as High, with all seven indicators consistently falling within the High category. The highest mean was recorded for "I have improved a lot as a person over the years" (mean = 5.12, SD = 0.32), followed by "I have the sense that I have developed a lot as a person over time" (mean = 5.10, SD = 0.30). The remaining indicators, "I am interested in activities that will expand my horizons" (mean = 5.04, SD = 0.20), "I think it is important to have new experiences that challenge how you think about yourself and the world" (mean = 5.04, SD = 0.20), "I enjoy being in new situations that require me to change my old familiar ways of doing things" (mean = 5.06, SD = 0.25), "For me, life has been a continuous process of learning, changing, and growth" (mean = 5.07, SD = 0.25), and "I am actively making meaningful improvements and positive changes in my life" (mean = 5.07, SD = 0.25) similarly registered High interpretations. These results reflect a strong self-perception of ongoing evolution and openness to new experiences, aligning with Ryff's assertion that personal growth signifies an individual's capacity to maximize potential and achieve deeper self-understanding (Ryff, 1989). Given the continuous learning and adaptability demanded by the BPO sector, supervisors committed to personal growth are more likely to demonstrate resilience and proactive professional development, consistent with Yuliawati's (2019) findings on personal growth initiative and career commitment among millennials.

For positive relations with others, the overall weighted mean was 5.02 (SD = 0.08), interpreted as High. The highest-rated indicator was "I enjoy personal and mutual conversations with family members or friends" (mean = 5.10, SD = 0.32), while "Most people see me as loving and affectionate" recorded the lowest mean at 4.98 (SD = 0.15), still within the High range. Other indicators, including "Maintaining close relationships has been easy and fulfilling for me" (mean = 4.99, SD = 0.10), "I rarely feel lonely because I have many close friends to share my concerns with" (mean = 5.01, SD = 0.28), "People would describe me as a giving person, willing to share my time with others" (mean = 5.04, SD = 0.33), "I have experienced many warm and trusting relationships with others" (mean = 5.04, SD = 0.28), and "I know that I can trust my friends, and they know they can trust me" (mean = 5.03, SD = 0.16), all fell within the High interpretation. These consistently high scores reflect a stable and healthy network of social relationships among the supervisors, a fundamental aspect of psychological well-being under Ryff's model. Effective teamwork and collaboration are essential in the BPO industry, and supervisors who cultivate positive relationships with their teams are more likely to foster a supportive and productive work environment (Villanueva & Sison, 2019). Notably, positive relations with others were significantly correlated with affective commitment ($r = 0.28$, $p < 0.001$) and served as a significant positive predictor of affective commitment ($\beta = 0.21$, $t = 2.18$, $p = 0.033$) in the multiple regression analysis, suggesting that supervisors who maintain strong interpersonal bonds are more likely to develop emotional attachment and overall

commitment to their organization, a finding with direct implications for reducing turnover and enhancing organizational stability (Xanthopoulou, Bakker, & Ilies, 2019).

The purpose in life dimension obtained an overall weighted mean of 5.01 (SD = 0.08), interpreted as High. The highest mean was recorded for "I have a good sense of what I am trying to accomplish in life" (mean = 5.10, SD = 0.32), while "I often think about the future" registered the lowest mean at 4.98 (SD = 0.16), still within the High category. The remaining indicators, "I have a sense of direction and purpose in life" (mean = 4.99, SD = 0.11), "My daily activities seem meaningful and important to me" (mean = 5.01, SD = 0.28), "I enjoy making plans for the future and working to make them a reality" (mean = 5.04, SD = 0.34), "Some people wander through life, but I am not one of them" (mean = 5.05, SD = 0.28), and "I feel there is still much more for me to do in life" (mean = 5.03, SD = 0.16), all fell within the High interpretation. These results reflect a forward-looking, motivated, and goal-oriented population, consistent with Ryff's model of purposeful living. Given the demanding and repetitive nature of BPO work, a clear sense of purpose serves as a buffer against stress and disengagement, enabling supervisors to remain resilient and to inspire their teams effectively (Brandstätter, Herrmann, & Ziegler, 2017).

Self-acceptance obtained an overall weighted mean of 5.04 (SD = 0.13), interpreted as High. The highest-rated indicator was "I feel that I have gotten as much out of life as the people I know" (mean = 5.10, SD = 0.28), while "In general, I feel confident and positive about myself" recorded the lowest mean at 4.50 (SD = 0.10), still falling within the High range. Additional indicators included "When I look at the story of my life, I am pleased with how things have turned out" (mean = 4.98, SD = 0.15), "I like most aspects of my personality" (mean = 5.01, SD = 0.34), "In many ways, I feel satisfied with my achievements in life" (mean = 5.05, SD = 0.27), "My attitude about myself is as positive as most people feel about themselves" (mean = 5.03, SD = 0.16), and "When I compare myself to friends and acquaintances, it makes me feel good about who I am" (mean = 5.03, SD = 0.15), all interpreted as High. These findings indicate that supervisors generally possess a positive self-attitude, embracing both their strengths and limitations, consistent with Ryff's conceptualization of self-acceptance as a critical component of psychological well-being. Given the high-pressure nature of the BPO sector, self-acceptance is particularly vital in underpinning resilience, authentic leadership, and buffering against stress and burnout, consistent with the positive relationship between self-acceptance, psychological well-being, and life satisfaction reported by Shahnawaz and Abbasi (2018).

Taken together, the summary of psychological well-being across the six domains yielded an overall mean of 5.04 (SD = 0.14), interpreted as High, indicating that the supervisors collectively possess a robust sense of mental health and adaptive functioning across various life dimensions. Among the domains, environmental mastery recorded the highest mean at 5.12, followed by personal growth at 5.07, self-acceptance at 5.03, positive relations at 5.02, purpose in life at 5.01, and autonomy at 4.99, which, despite still being categorized as High, registered the lowest mean along with a comparatively higher standard deviation of 0.79, suggesting some variability in the extent to which supervisors feel able to assert independence or make decisions free from external influence. High levels of psychological well-being are increasingly recognized as paramount in demanding industries such as BPO, contributing to enhanced resilience, improved job satisfaction, and a greater capacity to cope with workplace stressors (Zhao & Sang, 2023), who specifically highlighted the mediating role of psychological well-being in the relationship between work-life balance and job satisfaction among BPO employees.

Turning to the level of leadership styles perceived by the supervisors, transactional leadership obtained an overall mean of 3.02 (SD = 0.11), interpreted as Moderate. Within the contingent reward domain, the indicators "Provides me with assistance in exchange for my

efforts" (mean = 3.01, SD = 0.07), "Discusses in specific terms who is responsible for achieving performance targets" (mean = 3.02, SD = 0.14), "Makes clear what one can expect to receive when performance goals are achieved" (mean = 3.02, SD = 0.12), and "Expresses satisfaction when I meet expectations" (mean = 3.03, SD = 0.19) all registered Moderate interpretations. Within the management-by-exception (active) domain, "Focuses attention on irregularities, mistakes, exceptions, and deviations from standards" (mean = 3.06, SD = 0.31), "Concentrates his or her full attention on dealing with mistakes, complaints, and failures" (mean = 3.03, SD = 0.18), "Keeps track of all mistakes" (mean = 3.03, SD = 0.24), and "Directs my attention to failures to meet standards" (mean = 3.03, SD = 0.22) were likewise interpreted as Moderate. These results suggest that while transactional behaviors characterized by contingent exchanges and corrective monitoring are present among BPO leaders, they are not the predominant leadership approach, consistent with prior findings that transactional leadership contributes to operational stability and accountability without necessarily maximizing employee motivation (Ahmad, Hussain, & Hanif, 2016; Raja & Khan, 2017).

Transformational leadership obtained an overall mean of 3.99 (SD = 0.14), interpreted as High. Within idealized influence (behavior), the indicators "Talks about his or her most important values and beliefs" (mean = 4.07, SD = 0.40), "Specifies the importance of having a strong sense of purpose" (mean = 3.97, SD = 0.20), "Considers the moral and ethical consequences of the decision" (mean = 4.08, SD = 0.38), and "Emphasizes the importance of having a collective sense of mission" (mean = 3.98, SD = 0.18) were all rated High. Within idealized influence (attributed), "Instills pride in others for being associated with him or her" (mean = 3.97, SD = 0.16), "Goes beyond self-interest for the good of the group" (mean = 3.98, SD = 0.19), "Acts in ways that build my respect" (mean = 3.97, SD = 0.16), and "Displays a sense of power and confidence in decisions" (mean = 3.98, SD = 0.17) were likewise High. Within intellectual stimulation, "Re-examines critical assumptions to question whether they are appropriate" (mean = 3.97, SD = 0.20), "Seeks differing perspectives when solving problems" (mean = 3.96, SD = 0.22), "Gets me to look at problems from many different angles" (mean = 3.96, SD = 0.22), and "Suggests new ways of looking at how to complete assignments" (mean = 3.96, SD = 0.22) were also High. Within individual consideration, "Spends time teaching and coaching" (mean = 4.01, SD = 0.11), "Treats me as an individual rather than just as a member of a group" (mean = 4.01, SD = 0.14), "They consider me to have different needs, abilities, and aspirations from others" (mean = 4.01, SD = 0.09), and "Helps me to develop my strengths" (mean = 4.02, SD = 0.17), the highest-rated item overall within this leadership style, were all High. These findings indicate that leaders in BPO companies are widely perceived to inspire, motivate, and empower their followers through strong moral standards, intellectual engagement, and individualized coaching, consistent with prior research linking transformational leadership to organizational commitment mediated by employee engagement (Khalid & Khan, 2017), employee well-being mediated by trust in the leader (Mahdi, Zin, & Mohamad, 2019), and employee performance (Raja & Khan, 2017).

Passive-avoidant leadership registered an overall mean of 2.05 (SD = 0.29), interpreted as Low. Within management-by-exception (passive), "Fails to interfere until problems become serious" (mean = 2.04, SD = 0.36), "Waits for things to go wrong before taking action" (mean = 2.08, SD = 0.34), "Shows that he or she is a firm believer in 'If it is not broke, do not fix it'" (mean = 2.05, SD = 0.32), and "Demonstrates that problems must become chronic before I take action" (mean = 2.06, SD = 0.39) all fell within the Low interpretation. Within laissez-faire leadership, "Avoids getting involved when important issues arise" (mean = 2.05, SD = 0.36), "Is absent when needed" (mean = 2.04, SD = 0.33), "Avoids making decisions" (mean = 2.04, SD = 0.32), and "Delays responding to urgent questions" (mean = 2.05, SD = 0.29) were

likewise Low. These consistently low scores indicate that leadership behaviors characterized by inaction, delayed intervention, and avoidance of responsibility are uncommon within the organizations studied, a favorable finding given that passive-avoidant leadership is widely associated with reduced job satisfaction and eroded organizational commitment (Nazir, Khan, & Farooq, 2016).

The summary of leadership styles thus reveals transformational leadership as the most prevalent (mean = 3.99, SD = 0.14, High), followed by transactional leadership at a moderate level (mean = 3.02, SD = 0.11), and passive-avoidant leadership at the lowest level (mean = 2.05, SD = 0.29, Low). This pattern reflects an organizational culture that primarily leans toward inspiring and involving its workforce while maintaining a foundational level of structure and accountability, consistent with the recognized importance of transformational leadership for employee performance and well-being (Raja & Khan, 2017) and the detrimental long-term implications associated with passive-avoidant tendencies (Nazir, Khan, & Farooq, 2016).

With respect to organizational commitment, affective commitment obtained an overall mean of 4.62 (SD = 0.72), interpreted as Above Average. The highest-rated indicator was "I feel like a valued member of the family at my organization" (mean = 4.74, SD = 0.88), followed by "I feel emotionally attached to this organization" (mean = 4.73, SD = 0.88) and "I would be thrilled to spend the rest of my career with this organization" (mean = 4.66, SD = 0.85). Other indicators included "I feel as if this organization's problems are my own" (mean = 4.59, SD = 0.72), "I feel a strong sense of belonging to my organization" (mean = 4.56, SD = 0.71), "I enjoy discussing my organization with people outside it" (mean = 4.56, SD = 0.71), and "This organization has a great deal of personal meaning for me" (mean = 4.60, SD = 0.71), all Above Average, while "I do not feel like 'part of the family' at my organization" registered the lowest mean of 4.49 (SD = 0.77), interpreted as Average. These results indicate a substantial emotional attachment among supervisors, consistent with the importance of affective commitment for engagement, productivity, and reduced turnover in the BPO industry (Choong, Chong, & Ong, 2016; Farid, Ali, & Jan, 2019).

Continuance commitment obtained an overall mean of 4.66 (SD = 0.74), interpreted as Above Average. The highest-rated indicator was "Too much in my life would be disrupted if I decided I wanted to leave my organization now" (mean = 4.77, SD = 0.85), followed by "One of the few negative consequences of leaving this organization would be the scarcity of available alternatives" (mean = 4.74, SD = 0.89) and "Right now, staying with my organization is a matter of necessity as much as desire" (mean = 4.68, SD = 0.85). Additional indicators included "It would be tough for me to leave my organization right now, even if I wanted to" (mean = 4.61, SD = 0.71), "I feel that I have too few options to consider leaving this organization" (mean = 4.58, SD = 0.71), and "If I had not already put so much of myself into this organization, I might consider working elsewhere" (mean = 4.59, SD = 0.71), all Above Average. These results suggest that supervisors' commitment is rooted substantially in perceived practical costs of leaving and a perceived lack of external alternatives, consistent with Meyer and Allen's (1991) conceptualization of continuance commitment as encompassing accumulated side bets and limited perceived employment alternatives.

Normative commitment obtained an overall mean of 4.47 (SD = 0.85), interpreted as Average. The highest-rated indicators were "I would feel guilty if I left my organization now" (mean = 4.65, SD = 0.87) and "I owe a great deal to my organization" (mean = 4.52, SD = 1.02), both Above Average, while "I feel a strong obligation to remain with my organization" (mean = 4.47, SD = 0.98), "Even if it were to my advantage, I feel it would be right to stay with my organization" (mean = 4.39, SD = 0.85), "This organization deserves my loyalty" (mean = 4.37, SD = 0.84), and "I would not leave my organization right now because I have a sense of obligation to the people in it" (mean = 4.38, SD = 0.83) all registered Average interpretations.

These findings suggest that while some supervisors experience internalized gratitude and moral duty toward their organization, this sentiment is not as consistently robust as the emotional or practical dimensions of commitment, indicating that normative commitment may not be the primary driver of retention relative to affective and continuance commitment (Meyer & Allen, 1991).

The summary of organizational commitment across the three dimensions produced an overall mean of 4.58 (SD = 0.72), interpreted as Above Average, with continuance commitment recording the highest mean at 4.66, followed by affective commitment at 4.62, and normative commitment at 4.47, the lowest among the three. These results indicate that supervisors' commitment is driven mainly by emotional attachment and perceived practical necessity rather than a strong sense of moral obligation, findings which carry significant implications for talent retention and stability within the BPO sector (Choong, Chong, & Ong, 2016; Farid, Ali, & Jan, 2019).

In examining the relationship between psychological well-being and organizational commitment, Pearson *r* correlation analysis was employed, with decisions on the null hypothesis based on a significance level of 0.05. With respect to affective commitment, autonomy demonstrated a significant positive correlation ($r = 0.15$, $p = 0.003$), leading to rejection of the null hypothesis. Environmental mastery was not significantly correlated ($r = 0.10$, $p = 0.08$), resulting in failure to reject the null hypothesis. Personal growth showed a significant positive correlation ($r = 0.40$, $p = 0.001$), and positive relations with others was not significant ($r = 0.07$, $p = 0.15$). Purpose in life demonstrated a significant positive correlation ($r = 0.37$, $p = 0.001$), and self-acceptance was also significantly correlated ($r = 0.29$, $p = 0.01$). For each significant relationship, the null hypothesis was rejected, indicating that personal growth and purpose in life exhibited the strongest associations with affective commitment, suggesting that supervisors who perceive opportunities for continuous learning and possess a clear sense of direction are more likely to develop deep emotional bonds with their organization (Zhao & Sang, 2023).

With respect to continuance commitment, autonomy showed a significant positive correlation ($r = 0.15$, $p = 0.01$), leading to rejection of the null hypothesis. Environmental mastery was not significant ($r = 0.07$, $p = 0.15$). Personal growth demonstrated a significant negative correlation ($r = -0.35$, $p = 0.001$), indicating that the null hypothesis was rejected, and that supervisors experiencing higher personal growth may feel less bound to the organization due to enhanced career mobility and confidence in securing alternative opportunities (Yuliawati, 2019). Positive relations with others was not significant ($r = 0.02$, $p = 0.64$). Purpose in life demonstrated a significant positive correlation ($r = 0.35$, $p = 0.001$), and self-acceptance likewise showed a significant positive correlation ($r = 0.27$, $p = 0.001$), both resulting in rejection of the null hypothesis.

Regarding normative commitment, autonomy demonstrated the strongest significant positive correlation among the dimensions ($r = 0.28$, $p = 0.01$), leading to rejection of the null hypothesis. Environmental mastery was not significant ($p = 0.15$), and the null hypothesis was not rejected for this dimension. Personal growth showed a significant positive correlation ($r = 0.25$, $p = 0.001$), while positive relations with others was not significant ($p = 0.64$). Purpose in life ($r = 0.13$, $p = 0.01$) and self-acceptance ($r = 0.14$, $p = 0.01$) both demonstrated significant positive correlations, resulting in rejection of the null hypothesis for these variables. These findings collectively suggest that normative commitment is more strongly influenced by self-related psychological traits, such as autonomy and personal growth, than by external adaptability or social connectedness.

In terms of the relationship between leadership styles and organizational commitment, all three leadership styles demonstrated statistically significant correlations with affective commitment. Transactional leadership exhibited a significant negative correlation ($r = -0.28$, $p = 0.01$), transformational leadership demonstrated the strongest significant positive correlation ($r = 0.45$, $p = 0.01$), and passive-avoidant leadership showed a weak but significant positive correlation ($r = 0.18$, $p = 0.01$), leading to rejection of the null hypothesis for all three. This pattern indicates that transformational leadership, characterized by inspiration, individualized support, and intellectual stimulation, is most strongly associated with employees' emotional attachment (Khalid & Khan, 2017; Raja & Khan, 2017), whereas an exclusively performance-based transactional approach may weaken this attachment despite its role in ensuring operational efficiency (Ahmad, Hussain, & Hanif, 2016).

For continuance commitment, transactional leadership demonstrated a significant negative correlation ($r = -0.27$, $p = 0.01$), transformational leadership showed a significant positive correlation ($r = 0.41$, $p = 0.01$), and passive-avoidant leadership exhibited a weak significant positive correlation ($r = 0.14$, $p = 0.05$), with the null hypothesis rejected for all three at the 0.05 significance level. These results suggest that transformational leadership fosters continuance commitment through perceived growth opportunities and investment, transactional leadership may reduce it by fostering a more contractual relationship (Ahmad, Hussain, & Hanif, 2016), and passive-avoidant leadership may inadvertently contribute to a sense of practical entrapment (Nazir, Khan, & Farooq, 2016).

For normative commitment, transformational leadership demonstrated a significant positive correlation ($r = 0.26$, $p = 0.01$), and transactional leadership demonstrated a significant negative correlation ($r = -0.19$, $p = 0.01$), both resulting in rejection of the null hypothesis. Passive-avoidant leadership was not significantly correlated ($r = 0.21$, $p = 0.08$), resulting in failure to reject the null hypothesis for this variable. These findings indicate that transformational leadership fosters a values-driven sense of moral obligation, whereas transactional leadership, by focusing on utilitarian exchanges, may diminish this sense of duty (Ahmad, Hussain, & Hanif, 2016), while the absence of active leadership, whether positive or negative, does not significantly shape normative obligation (Nazir, Khan, & Farooq, 2016).

To determine the predictive influence of psychological well-being dimensions on organizational commitment, multiple regression analysis was conducted. For affective commitment, the overall model was statistically significant ($\Delta R^2 = 0.27$, $F = 24.0$, $df = 6$, 377 , $p < 0.01$), accounting for 27% of the variance and leading to rejection of the null hypothesis for the overall model. Purpose in life emerged as the strongest predictor ($\beta = 2.66$, $SE = 0.43$, $t = 6.19$, $p < 0.01$), followed by personal growth ($\beta = 1.05$, $SE = 0.20$, $t = 5.33$, $p < 0.01$), self-acceptance ($\beta = 0.61$, $SE = 0.23$, $t = 2.64$, $p < 0.01$), and autonomy ($\beta = 0.23$, $SE = 0.08$, $t = 2.73$, $p < 0.01$), all statistically significant, resulting in rejection of the null hypothesis for each. Environmental mastery ($\beta = 0.06$, $SE = 0.11$, $t = 0.56$, $p > 0.05$) and positive relations ($\beta = 0.69$, $SE = 0.42$, $t = 1.63$, $p > 0.05$) were not statistically significant predictors, and the null hypothesis was not rejected for these two dimensions. The intercept was 24.50 ($SE = 3.24$, $t = 7.56$, $p < 0.01$). These findings indicate that affective commitment among BPO supervisors is driven primarily by internal, self-referential psychological constructs, namely purpose, growth, self-acceptance, and autonomy, rather than by external adaptive capabilities or social connectedness (Kundi et al., 2020; Zhao & Sang, 2023).

For continuance commitment, the overall regression model was statistically significant ($\Delta R^2 = 0.22$, $F = 19.0$, $df = 6$, 377 , $p < 0.01$), explaining 22% of the variance, with the null hypothesis for the overall model rejected. Purpose in life emerged as the strongest predictor ($\beta = 2.63$, $SE = 0.45$, $t = 5.78$, $p < 0.01$), followed by personal growth ($\beta = 0.10$, $SE = 0.21$, $t = 4.67$, $p < 0.01$), autonomy ($\beta = 0.25$, $SE = 0.09$, $t = 2.84$, $p < 0.05$), and self-acceptance ($\beta = 0.51$, $SE = 0.24$, $t = 2.08$, $p < 0.05$), all statistically significant. Environmental mastery ($\beta =$

0.10, $SE = 0.12$, $t = 0.82$, $p > 0.05$) and positive relations ($\beta = 0.26$, $SE = 0.45$, $t = 0.76$, $p > 0.05$) were not significant predictors, resulting in failure to reject the null hypothesis for these two dimensions. The intercept was 22.25 ($SE = 3.43$, $t = 6.49$, $p < 0.01$). These results indicate that continuance commitment is driven substantially by an individual's sense of purpose, growth trajectory, autonomy, and self-perception rather than by daily social dynamics or adaptive capabilities (Choong, Chong, & Ong, 2016; Zhao & Sang, 2023).

For normative commitment, the overall regression model was statistically significant ($\Delta R^2 = 0.16$, $F = 13.3$, $df = 6$, 377, $p < 0.01$), explaining 16% of the variance, with the null hypothesis for the overall model rejected. Personal growth emerged as a significant predictor ($\beta = 0.89$, $SE = 0.25$, $t = 3.59$, $p < 0.01$), followed by positive relations with others ($\beta = 1.49$, $SE = 0.54$, $t = 2.77$, $p < 0.01$) and autonomy ($\beta = 0.35$, $SE = 0.11$, $t = 3.27$, $p < 0.05$). Environmental mastery ($\beta = 0.24$, $SE = 0.14$, $t = 1.64$, $p > 0.05$), purpose in life ($\beta = 0.18$, $SE = 0.55$, $t = 1.82$, $p > 0.05$), and self-acceptance ($\beta = 0.27$, $SE = 0.29$, $t = 0.90$, $p > 0.05$) were not statistically significant, resulting in failure to reject the null hypothesis for these three dimensions. The intercept was 23.03 ($SE = 4.10$, $t = 5.61$, $p < 0.01$). These findings suggest that normative commitment is more directly shaped by relational and developmental factors within the organizational sphere, namely personal growth, positive relations, and autonomy, rather than by broader intrinsic psychological traits (Prysmakova & Lallatin, 2021; Hales et al., 2021).

With respect to the predictive influence of leadership styles on organizational commitment, the regression model for affective commitment was statistically significant ($\Delta R^2 = 0.23$, $F = 39.7$, $df = 3$, 380, $p < 0.01$), explaining 23% of the variance, with the null hypothesis for the overall model rejected. Transformational leadership emerged as the sole statistically significant positive predictor ($\beta = 1.93$, $SE = 0.24$, $t = 8.07$, $p < 0.01$), leading to rejection of the null hypothesis for this variable. Transactional leadership ($\beta = 1.08$, $SE = 0.30$, $t = 3.58$) and passive-avoidant leadership ($\beta = 0.27$, $SE = 0.11$, $t = 2.42$) did not meet the conventional threshold for statistical significance, resulting in failure to reject the null hypothesis for these two styles. The intercept was 0.40 ($SE = 1.49$, $t = 0.27$, $p < 0.01$). These results affirm that transformational leadership is the central driver of affective commitment, consistent with the emphasis on vision-driven, supportive, and empowering leadership behaviors (Alshamari et al., 2024).

For continuance commitment, the regression model was statistically significant ($\Delta R^2 = 0.19$, $F = 31.3$, $df = 3$, 380, $p < 0.01$), explaining 19% of the variance, with the null hypothesis for the overall model rejected. Transformational leadership emerged as a statistically significant positive predictor ($\beta = 1.78$, $SE = 0.25$, $t = 7.06$, $p < 0.01$), while transactional leadership ($\beta = 1.13$, $SE = 0.32$, $t = -3.55$) and passive-avoidant leadership ($\beta = 0.21$, $SE = 0.12$, $t = 1.78$) did not meet the conventional threshold for significance, resulting in failure to reject the null hypothesis for these two styles. The intercept was 0.17 ($SE = 1.57$, $t = 0.33$, $p < 0.01$). These findings indicate that transformational leadership fosters continuance commitment by creating a sense of investment in personal growth and career prospects that employees perceive as costly to abandon (Zaccaro & Banks, 2018).

For normative commitment, the regression model was statistically significant ($\Delta R^2 = 0.11$, $F = 31.3$, $df = 3$, 380, $p < 0.01$), explaining 11% of the variance, with the null hypothesis for the overall model rejected. Transformational leadership emerged as the only statistically significant positive predictor ($\beta = 1.18$, $SE = 0.31$, $t = 3.59$, $p < 0.01$). Transactional leadership ($\beta = 0.20$, $SE = 0.39$, $t = 2.52$) and passive-avoidant leadership ($\beta = 0.17$, $SE = 0.15$, $t = 3.53$) were explicitly indicated as non-significant predictors, resulting in failure to reject the null hypothesis for these two styles. The intercept was 1.63 ($SE = 1.91$, $t = 0.39$, $p < 0.01$). These

findings reinforce that transformational leadership uniquely fosters employees' internalized sense of moral duty and loyalty, consistent with the view that inspirational, value-driven leadership cultivates reciprocal obligation among followers (Sungu et al., 2019).

Taken together, the findings of this study demonstrate that BPO supervisors exhibit high overall psychological well-being (mean = 5.04), a leadership environment dominated by transformational qualities (mean = 3.99) with moderate transactional elements (mean = 3.02) and minimal passive-avoidant tendencies (mean = 2.05), and above-average organizational commitment (mean = 4.58) driven primarily by continuance and affective dimensions. The correlation and regression analyses converge to reveal those specific dimensions of psychological well-being, particularly purpose in life, personal growth, autonomy, and self-acceptance, alongside transformational leadership, as the most consistent and statistically significant predictors of organizational commitment across its affective, continuance, and normative forms, while environmental mastery, positive relations with others, transactional leadership, and passive-avoidant leadership demonstrated more limited or inconsistent predictive value depending on the specific commitment dimension examined. These results directly address the study's objectives by empirically establishing that internal psychological resources and inspirational leadership behaviors are substantially more influential in shaping supervisors' organizational attachment than external adaptive capabilities, exchange-based leadership, or disengaged leadership practices. The findings carry meaningful theoretical implications by reinforcing Ryff's model of psychological well-being and transformational leadership theory within the context of the BPO industry, and they carry practical implications for organizational development strategies aimed at strengthening supervisors' commitment through the cultivation of purpose, growth opportunities, autonomy, self-acceptance, and inspirational leadership. These conclusions provide the empirical foundation for the summary, conclusions, and recommendations to be presented in the subsequent chapter of this study.

CONCLUSION

The findings of this study collectively affirm that supervisors in business process outsourcing companies possess a consistently high level of psychological well-being, reflecting confidence in decision making, effective management of daily responsibilities, a drive toward self-improvement, positive interpersonal connections, a clear sense of direction, and a strong degree of self-acceptance. Despite this overall strength, a closer examination reveals that autonomy, though still categorized as high, emerged as the lowest scoring dimension among the six measured aspects of well-being. This suggests that, relative to other dimensions such as personal growth, purpose in life, and self-acceptance, supervisors may perceive themselves as having comparatively limited freedom to exercise independent judgment or express individuality within the boundaries of their organizational roles, indicating a meaningful area for developmental attention.

With respect to leadership, supervisors predominantly demonstrate transformational qualities, suggesting a consistent capacity to inspire and motivate their teams. Their transactional leadership tendencies remain moderate, reflecting a balanced reliance on structured rewards and performance oriented management, while passive avoidant leadership was found to be minimal. This low presence of passive avoidant behavior indicates that supervisors are generally proactive, engaged, and willing to assume accountability, a favorable sign of leadership effectiveness within the demanding conditions typical of the business process outsourcing sector.

In terms of organizational commitment, supervisors exhibited above average levels of both affective and continuance commitment, pointing to a genuine emotional attachment to their organizations as well as a practical recognition of the costs associated with leaving.

Normative commitment, however, registered only an average level, making it the weakest of the three commitment components. This implies that although supervisors may remain with their organizations due to emotional bonds or perceived necessity, their sense of moral or ethical obligation to stay is comparatively less pronounced, revealing a gap in the cultivation of loyalty grounded in shared values and a unified organizational identity.

The study further establishes those meaningful relationships exist between psychological well-being and organizational commitment, most notably in relation to continuance commitment. Personal growth was found to correlate negatively with continuance commitment, implying that supervisors experiencing higher levels of personal development may feel less constrained by the perceived costs of leaving their organization. At the same time, purpose in life, personal growth, and autonomy were identified as significant predictors of both affective and continuance commitment, underscoring the psychological foundations that shape supervisors' willingness to remain engaged with their organizations.

Leadership styles were likewise shown to hold significant associations with organizational commitment. Transformational leadership demonstrated a positive relationship with both continuance and normative commitment, suggesting that inspirational and development oriented leadership fosters not only a desire to remain but also a deeper sense of ethical responsibility toward the organization. Transactional leadership, conversely, was negatively associated with these same forms of commitment, indicating that an approach centered primarily on structured exchanges may be insufficient in cultivating lasting organizational loyalty. Passive avoidant leadership, meanwhile, showed no significant relationship with normative commitment, reinforcing the notion that disengaged leadership behavior contributes little to the moral dimension of employee attachment.

Beyond these relationships, psychological well-being and leadership styles were each found to significantly predict organizational commitment. Psychological well-being dimensions accounted for a substantial share of the variance in both affective and continuance commitment, with purpose in life and personal growth consistently emerging as significant predictors, complemented by autonomy in the case of affective commitment. Leadership styles similarly explained a considerable portion of the variance in both commitment types, affirming that the manner in which supervisors are led plays a central role in shaping their emotional investment in, and pragmatic decision to remain within, their organizations.

Taken together, these findings underscore the interconnected nature of psychological well-being, leadership style, and organizational commitment among supervisors in business process outsourcing companies. In light of this, organizations are encouraged to strengthen supervisors' sense of autonomy through participative management practices, delegated authority over team related matters, inclusion in policy and operational discussions, and autonomy supportive training that builds confidence in independent decision making. Equally important is the reinforcement of active and accountable leadership through development programs that emphasize timely decision making, conflict resolution, and crisis management, supported by coaching, mentorship, and scenario based training that sustain supervisors' visibility and responsiveness. To deepen normative commitment, organizations should pursue value based engagement initiatives, including recognition programs, transparent internal communication of organizational mission and values, and opportunities for involvement in corporate social responsibility or mentoring activities that reinforce a shared sense of purpose and loyalty.

Furthermore, organizations should reframe retention strategies to emphasize personal and professional fulfillment rather than mere necessity, achieved through career advancement pathways, succession planning, and individualized development sessions that align supervisors'

evolving aspirations with internal growth opportunities. Given the demonstrated link between transformational leadership and organizational commitment, sustained investment in transformational leadership development, encompassing inspirational motivation, intellectual stimulation, and individualized consideration, is likewise warranted. Complementing this, organizations should implement employee development initiatives that specifically nurture purpose in life, personal growth, and autonomy through values based workshops, goal setting seminars, skill building programs, mentoring, and flexible leadership models that grant supervisors greater latitude in decision making. Finally, comprehensive leadership development programs that incorporate 360 degree feedback and continuous coaching should be pursued to reinforce consistent, value driven leadership practices capable of strengthening both the emotional and practical dimensions of supervisors' commitment. Through the integration of these measures, business process outsourcing companies can cultivate a more psychologically resilient, effectively led, and deeply committed supervisory workforce.

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