

RHETORICAL LEADERSHIP FOR EMPLOYEES JOB PERFORMANCE; A MEDIATING ROLE OF EMPLOYEES COMMITMENT

Adnan Asghar

Email: adnanasghar411@gmail.com,

MS Scholar, Institute of Business Management and Administrative Sciences. The Islamia University of Bahawalpur

Tanveer Hussain

Email: tanveersanam313@gmail.com,

MS Scholar, Institute of Business Management and Administrative Sciences. The Islamia University of Bahawalpur

Sajid mehmood Awan,

Email: sawan.bwp@gmail.com

Ph. D Scholar, Institute of Business Management and Administrative Sciences. The Islamia University of Bahawalpur

Muhammad Abrar

Email: abrar11056@gmail.com,

Ph. D Scholar, Institute of Business Management and Administrative Sciences. The Islamia University of Bahawalpur

Naeem Habib

Email: naeemhabib63@gmail.com,

MS Scholar, Institute of Business Management and Administrative Sciences. The Islamia University of Bahawalpur

ABSTRACT

This study looks into the connection of rhetorical leadership and employees' job performances, with the main focus on the mediating role of employee commitment. Rhetorical leadership is a kind of leading that is so well defined by the communicative style (and the persuasive power that it has with its audience) that it not recognizes only rhetorical skills as part of leadership, but also the more important capacity of leaders to inspire and to motivate their team members by using words. This is the kind of leadership that enhances job performance by cultivating a stronger sense of commitment among employees. To investigate this connection, the research carries out a comprehensive review of the current literature along with empirical scrutiny. It looks into the ways in which the rhetorical strategies employed by leaders affect the emotional and normative commitment levels of the employees, which, in turn, dictates the kinds of performance outcomes that the employees deliver. The results show that rhetorical leadership is a powerful tool for enhancing job performance that works primarily through raising the level of commitment that employees feel toward their work. This study adds to the extensive knowledge about leadership dynamics by making clear the crucial roles of communication and commitment that are necessary for reaching the kind of organizational success that results in effective performance outcomes. It is one thing to be an organizational leader; it is another to lead with sufficient communication and commitment such that one's organization is not just functional but also effective—achieving performance outcomes that matter.

Keywords:

Rhetorical Leadership, Employee Commitment, Job Performance, Leadership Communication, Employee Motivation

1.0 Background of the Study

An organization needs communication to enable distribution of its information between its members and maintain a certain level of teamwork performance and productivity. As mentioned by (Liu, Huang et al. 2022), resourceful communication defines roles and responsibilities in order to help the team to avoid misunderstandings while minimizing conflicts. It is now clear that a good communication is the proper way to better workplace relationships between administrators and staff and create a positive conditions. For example,

decision-making, much like problem-solving and innovation, is highly dependent on clear communication to facilitate conceptual exchanges and feedback from others. Organizations can build better relationships with their clients, with better adaptivity towards the changes through Strong communication. Effective communication processes are the basic foundation of successful operational excellence in organization (Leach, Triplett et al. 2017). Communication is the center of everything in an organization even in operational functioning which can be achieved with team collaboration and operational efficiency. It promotes enhancing working together while reducing misinterpretation as the mode of information exchange is transparent (Zhu, Ma et al. 2023). Good communication practice creates a good workplace that increases employee motivation while enhancing the strength of internal association across the organization (Liang, Li et al. 2024).

In any small or large organization, employee commitment is one factor that contributes to the organizations performance, influence productivity, and is a determinant of job satisfaction. Organizational leadership is indispensable for steering employees and for constructing a unified vision that coalesces the organization and propels it toward profound, prevalent success. Effective team science management through insightful leadership catalyzes high productivity as well as high creativity in productivity teams through a positive work environment. Operational efficiency refers to the process of decision making and problem solving also driving goal accomplishment . Again, strong leader (Bratton 2023). ship empowers good communication to build teamwork and flexibility that gives organizations the power to face challenges together with change. When the leader sets clear expectations and leads by example, it creates trust between the employees and they strive for the long-term progress of the organization this later leads to the increased stability of the organization (Semenets-Orlova, Klochko et al. 2021). Strong leadership is Vital for the success of any organization because leaders define the culture of the organization while steering it to greater overall performance. An organization relies upon its leadership to create strategic direction and key goals that teams of employees then align with throughout the organization (Demir, Reddick et al. 2023). Such leadership motivates teams via very constructive consultation positive conducive work environments that leads individuals to feel big and at the same time motivates them to put forth their best endeavors. Effective leadership allows organizations to deal with challenges and changes in the market decisively and flexibly, (Wijewardena, Samaratunge et al. 2024).increasing their skills in decision-making, problem-solving, and innovation.

1.2 Research Gaps

1.2.1 Theoretical Gap

“Rhetorical Leadership for Employees’ Job Performance: A Mediating Role of Employees’ Commitment”, it contributes to address such a gap in the current literature. Indeed, whereas transformational leadership and transactional leadership theories have made considerable addition to the literature on the intentionality of leadership behaviors and its effects on worker performance outcomes (Arici and Uysal 2022) , there is a very little discourse on the influence of rhetorical leadership, where it talks about persuasion of, inspiring and effective, communication are the source of influence. In addition, while SET provides an understanding of the mutual exchange between leaders and their employees, it does not offer an explicit mechanism to discuss how rhetorical communication serves as a “reward” that mobilizes employees in terms of their commitment and, in turn, performance on the job (Bardhan and Engstrom 2021). Further, as employee commitment has become one of the most well-tested mediators in the leadership-performance relationship, the specific manner in which rhetorical leadership enhances commitment remains under-specified. This theoretical gap suggests that an integrated framework that can synthesize communication theories (i.e., Rhetorical Theory)

with leadership and organizational behavior theories is needed to articulate how rhetorical leadership impacts employee commitment and performance (Svensson, Jeong et al. 2021). Filling this gap will not only enrich the understanding of the interplay between communication and leadership in the existing literature but also offer practical implications for leaders seeking to enhance their effectiveness through purposeful communication.

Problem Statement

In this competitive business environment, organizations want to adopt better leadership styles that foster greater performance and commitment from employees (Butler Lamar and Torrance 2024). Rhetorical leadership includes persuasive communication, vision articulation, and motivational discourse which makes it evident that the Task of rhetorical leadership has become Step by step important in performing as an effective leader in empowering and impacting the behavior of employees (Zhang, Dong et al. 2021). However, the link between rhetorical leadership and job performance in the absence of employee commitment is a phenomenon that remains underexplored (Wang, Xu et al. 2020). Many businesses often overlook employee commitment as it is an effective signal of job satisfaction, retention and productivity in an organisation. Lack of strong commitment in employees leads to poor engagement, low motivation, and higher attrition, and ultimately hampering organizational success. However, empirical research on how rhetorical leadership encourages commitment and, in turn, improves job performance (Soetjipto, Priyohadi et al. 2021).remains limited, despite a growing recognition of the potency of rhetorical leadership. But, employee commitment is one of the basic factors which influences workplace productivity, engagement and retention. All forms of organizations are afflicted with apathetic staff, with low purpose and hefty turnover and plummeting performance levels. It may be able to obtain more commitment by means of communication in a compelling manner and inspire others as well (Afsar, Maqsoom et al. 2020).but there is still no evidence that this kind of leadership fuels commitment and thus ultimately promotes outcomes such as job performance. Employee Engagement as a Tool for People's Retention at Workplace Employee engagement is a significant contributor to workplace productivity, involvement and retention. The majority of organizations dealing with low morale, disengagement, and high turnover miss the point of how important leadership communication is in building commitment. Even though through the rhetorical leadership trust, emotional attachment, and intrinsic motivation can be built, commitment is still an under researched construct for performance improvement as stated.

This study attempts to cover the gap by exploring relationship between rhetorical leadership and employee job performance mediating role of employee commitment (Arıcı 2020).This scenario will enable an entity to create leadership plans which will urge their workers even more, thus, charging their dedication accumulated towards excellence at the job and moving at this point success for a long time to come. This will inform leadership development practice and enable organisations to foster. more inclusive, engaging and performance-enabling work settings.

2.0 Literature review

2.1 Rhetorical leadership:

Rhetoric represents the art that enables effective communication through speech and writing while using speech figures to direct an audience (Chater and Loewenstein 2023). Language usage happens strategically to spread information while simultaneously trying to sway people and drive their actions in targeted circumstances. The study and practice of language-based persuasion using symbols and additional communicative methods to direct audience beliefs and behaviors and attitudes falls under the definition of rhetoric as persuasive

communication. Public opinion shaping and argument construction and goal-oriented communication serve as essential elements under this perspective of rhetoric (Braca and Dondio 2023).

According to (Pflaeging and Stöckl 2021) the definitions for classical rhetorical leader fall into four categories. Academics define this discipline as the intersection between successful written and oral communication theory and practice together with critical assessment (Bjørkdahl, Kjeldsen et al. 2021) Rhetorical leadership exists as both a social and political capability which enables one to use language effectively for persuading others according to the second definition. The last definition states that language functions as persuasive and stylistic. According to this theory rhetoric functions as an energetic element of language because it resides as an everlasting pre-linguistic foundation which helps us detect the persuasive meaning of messages.

According to (Abed 2024) Rhetoric stands as the artistic practice of addressing writing or speaking to shape audience beliefs while providing information and pursuit of dedication. Argumentative and explanatory discourse forms a part of rhetorical communication which works to influence single people or groups (Siltaoja and Sorsa 2024). The previous analysis demonstrated that rhetoric leadership remains absent from business industry while industry leaders are missing this element. The research underlines industrial leadership through rhetoric together with its fundamental principles according to (Mattingly, Richardson et al. 2024) demonstrate how the study developed by attempting to define and establish Codifying standards in the classical period while advancing rhetoric as an art form and separating rhetorical areas of enlightenment to position logical knowledge as the single way to express factual reality. The seeking solution needs of the growing Roman Empire matched the pragmatic nature of rhetorical leadership according to Jenne, (Wagner, Jabehtar Maralani et al. 2024). During the period from 400 to 1400 the main priorities of the middle ages were arrangement and style. Rhetorical art had philosophical status during the Renaissance which made the internal ability to speak through words and language fundamental. Previous research mainly focused on art aspects but the present study focuses on business applications according to (Meslé, Brown et al. 2024) According to (Okong'o, Mberia et al. 2024) the rhetorical focus experienced modification during the twentieth century. Research on every type of symbolic usage became possible because of oratory combined with effective speechmaking.

According to (Lindberg, Berge et al. 2024) Aristotle established universal characteristics of persuasion through his work. As Khan, Abimbola together with their co-authors (2021) explain the system functions as a fundamental human communication pattern that brings convincing results to any creative project. The rhetorical elements defined by these definitions consist of both “exhibitory” approaches that attempt to win appreciation of information or explanation because according to (MYERS) Aristotle's use of the Greek word “persuasion” comes from the Greek verb for “believing”.

Slater & Bensen (Slater 2023) established that properly organized rhetorical leader programs at UWM provide managers with an elaborate learning experience beyond typical academic programs grounded in social sciences or military training. The fundamental characteristics of social science theory focus on finding the probable and ordinary solutions (Wirth, Stucki et al. 2024) . Future leaders benefit from this information but the most challenging leader situations develop when group knowledge and subsequent operational direction differs from projected norms or statistical data and contains multiple interpretation possibilities. Rhetorical leaders receive education about how to emphasize particular circumstances while adjusting their readings to serve critical flexible assessment skills that enable them to develop constructive symbolic strategies for achieving common objectives (Krämer and Winkler

2024). The training sequence designed for military personnel at earlier times creates some educational diagnostics. The military lacks effective institutional hierarchies with defined participation standards and broad enhanced information access which limits his dependable transition into civilian life (Drori, Neumann et al. 2025).

H1: There is a significant positive relationship between rhetorical leadership and employees job performance

2.2 Employees Commitment

The research applies the three-component model developed by (Efthymiopoulos and Goula 2024) together with (Lado, Alonso et al. 2023) to explain employee commitment. Employee commitment exists in three distinct forms which include affective commitment which means wanting to stay with an organization and normative commitment which means feeling obligated to remain employed in addition to continuance commitment which involves evaluating the cost of leaving the organization. The traditional forms of employment commitment consist of multiple environmental elements that include economic situations, management practices and individual employee traits. indeed, it is not hapless that employees are more likely to commit themselves to their employers if such employees are assured with human resource practices/offerings or if they hold strong collective values that may promote commitment to one's employer (Pepple, Akinsowon et al. 2023). 16 At one level, institutional cooperative attitude may drive normative commitment as individual employees seek to express loyalty consistent with core values (Pepple, Akinsowon et al. 2023). The HR management of an organization including rewards and training systems and career development choices along with empowerment over controls coupled with an inclusive workplace foster employee affective commitment (Oruh, Mordi et al. 2021).

Numerous studies examine the link between leadership methods and employee commitment because of its established research significance. (Zein, Aldine et al. 2021) determined in his research that Lebanese leaders demonstrated more transformational qualities than transactional abilities and both leadership styles showed positive connections to employee commitment levels. This research notes that the test sample from both genders revealed similar levels when comparing transformational and transactional leadership practices. There is a major distinction separating leadership patterns among Muslim societies and Christian societies. According to Christian employees in the study their leaders exhibited more innovative leader traits because they embrace "collectivistic culture and family connections." Elements of a workplace environment including religion and cultural background and physical setting determine which leadership style leaders choose for employee commitment. Appreciating these elements allows managers to understand employee commitment patterns and leadership practices for their particular work environment. (Baş, Ayaz et al. 2024) ran a study in Turkey which proved strong leadership impact on organizational commitment while demonstrating that banking industry staff respond best to transformational leadership.

H2: There is a significant positive relationship between rhetorical leadership and employee commitment.

Mediating Role of Employee Commitment

(Almahri and Abd Wahab 2023) showed that workers preferred transformational leadership more than transactional leadership and transformational leadership directly correlated to employee commitment better than transactional leadership. Respondents' positional identity affected leadership style perception together with employee commitment yet salary differences did not impact the perceptions of the respondents tested. Salary as a type of financial motivation did not influence the relationship between leadership style preference or organizational commitment among employees according to this study's findings. However, employees make their leadership style decisions based on their relative perception among

others. This research confirms that employee commitment in organizations does not always rely on external motivation factors. Wiza and (Ngwama and Ogaga-Oghene 2022) analyses revealed with Sezgin and Cemaloglu that leadership styles function as motivational drivers for employee commitment and organizations should take note of this finding to achieve their targets. A favorable perception of leadership style by employees helps them develop organizational identification based on to the findings of this research. The study demonstrated how transformational leadership forms positive connections with affective and continuance employee commitment but transactional leadership associates with normative commitment only. According to the research conducted by (MAJID 2021) an effective leadership system requires Public Tertiary Institutions to develop proper leadership systems within their academic staff. The data indicates that establishing this system leads to higher employee commitment together with decreased employee turnover within the organization.

Results of (Puni, Hilton et al. 2021) research demonstrate that manager use of transformational and transactional leadership approaches create substantial positive employee commitment while laissez-faire leadership generates negative commitment effects. Employee commitment exhibits different relations with various leadership approaches because not every leadership manner creates equal responses from employees. The research connection appears to function in both a favorable or unfavorable direction. Employees show positive commitment ties to both transformational and transactional leadership styles according to (Mahmood 2024) research findings.

Multiple academic fields have researched leadership-related subject matter but their results contradict one another. Multiple research articles established associations between different styles of leadership and organizational effectiveness (Wang and Hou 2023). Research about leadership styles in construction has received attention from academics because they outlined the essential features and characteristics needed for building project success (Van, Yen et al.). The construction industry primarily depends on transformational and transactional styles of management according to (Oyewobi, Oke et al. 2022). According to (Onwuka, Madu et al. 2023) the construction industry favors leadership approaches with strict task-oriented control styles versus other sectors.

The utilization of task-oriented leadership by supervisors in Vietnamese small and medium enterprises leads employees to demonstrate higher job commitment (Jia-Jun and Hua-Ming 2022). According to (Nanjundeswaraswamy 2023) both affective and normative commitment develop from transformational leadership styles. A superior working relationship between supervisors and subordinates affects employee well-being together with productivity levels along with career development (Khoso and Pathan 2023). When leaders employ suitable leadership approaches their subordinates develop trust in addition to becoming loyal to the organization (Oyewobi 2024). Management within their companies aims to achieve maximum efficiency alongside cost efficiency through implementing leadership approaches that match current conditions. The work environment will experience a major transformation because of this change that directly affects employee commitment levels. Literature review research has led to the development of this hypothesis.

According to (Suryawan, Ardana et al. 2021) employee job satisfaction commonly depends on the leadership approaches displayed by their direct supervisors. Job satisfaction ratings of workers depend heavily on how transformationally their immediate managers lead. The leadership style used determines job satisfaction according to (Khaskheli, Jiang et al. 2020) because this factor depends on internal factors and external influences. When it comes to leadership approaches employees tend to prefer those of a transformative nature above every other style (Khoso and Pathan 2023). Employee fulfillment depends on the combined effects of transformational leadership styles together with transactional leadership styles according

(Addo and Dartey-Baah 2020) stated that employee conduct demonstrates no translational relationship with transactional leadership yet shows positive effects from transformational leadership. Workplace contentment stands in a direct relationship with the leadership style adopted by leaders according to (Nanjundeswaraswamy 2023) establish that worker satisfaction on the job exists independently from the leadership approach used.

Leadership theories have extensively studied transformational leadership styles since the commencement of the 20th century according to (Nanjundeswaraswamy 2023). The research community focuses on work performance connections with transformational and transactional leadership styles according to (OKOYE and DIKE-AGHANYA 2021). Through transformational leadership the organization undergoes fundamental changes. Multiple studies show transformational leadership creates positive work performance results but (Al Mutair, Alghadheeb et al. 2023) revealed organization commitment functions as a mediator between leadership types and occupational results of (Eliyana and Ma'arif 2019) and (Martini, Rahyuda et al. 2018) both confirmed that transformational leadership generates beneficial effects on employee productivity. The performance of employees strongly depends on their commitment to the organization. examined organizational commitment among the university administration and academic personnel through his research. Academic staff work performance demonstrated a significant positive correlation to their extent of work commitment. (Eliyana and Ma'arif 2019) validated the findings presented in (Jabbar, Mahmood et al. 2020). The relationship between two leadership styles and job satisfaction has been verified through recent research conducted on mechanical manufacturing small- and medium-sized firms by (Nanjundeswaraswamy, Renuka et al. 2022).

According to the theory of social exchange (TSE) people join social relations believing that their work will be matched with equal rewards (Nanjundeswaraswamy 2023). Social connections between people occur based on their expectation to earn proportionate advantages for the work they provide. Social exchanges grant people a basis to create lasting relationships because people expect mutual fairness and rewards from their social endeavors. Social interactions across different fields like sociology, psychology and organizational behaviour receive analysis through TSE applications (Akbar 2023).

Different studies in the field define "work-life balance" (WLB) through multiple perspectives. According to (Abendroth and Pausch 2018) WLB describes how different life domains find point-to-point harmony with each other. The concept appears to (Tengah and Zumrah 2023) as the lack of stressful interactions between work duties and personal life. The growing significance of WLB within organizational discussions stems from the proven interference of personal life on work spheres which can enhance or degrade each domain according to management approaches (Joshi 2022). The literature establishes that job-life imbalance leads to tension between these two areas according to (Sheyindemi, Daniel et al. 2023). Work-life tensions cause employees to lose their time-related resources and emotional capabilities along with their physical stamina in continuously depleted cycles. Employees start with the capacity to tolerate work stress however their professional dedication decreases progressively (Mahmood Aziz, Jabbar Othman et al. 2021). Corporate entities that promote Work-Life Balance support employees to reach composite work-life goals while demonstrating elevated workplace involvement to generate better organizational productivity (Akter, Ali et al. 2020). Negative career outcomes including burnout together with emotional exhaustion become less prevalent. As per (Vyas 2023) the COVID-19 pandemic immensely affected workplaces by introducing substantial transformations in work setups and environments. According to (Herrera and De Las Heras-Rosas 2021) the COVID-19 pandemic created unprecedented difficulties for WLB management in universities. Human resource management policies established by organizations to promote WLB serve as a

proven method for enhancing job satisfaction among employees according to (Luturlean and Prasetyo 2019). Employers establish these policies because they recognize that their personnel have lives beyond their workplace duties thus preserving work-life balance between professional and personal realm (Xu and Payne 2018). Since diverse organizational commitment subdimensions induce various work-related behaviors it becomes crucial for both researchers and organizational practitioners to identify these distinctive dimensions. According to (Đorđević, Ivanović-Đukić et al. 2020) workers show more positive work attitudes and behavior when their affective commitment levels are high but high continuance commitment does not lead to better job performance.

H3: Employee commitment Mediates the relationship between rhetorical leadership and employee job performance.

2.4 Employee Job Performance

Job performance of employees consists of multiple dimensions reflecting worker behaviors and results that create organizational achievement through their assigned roles. According to workers show their performance through basic tasks related to their job obligations consisting of reaching (Marhayani and Ibrahim 2019) productivity benchmarks and meeting work quality requirements.

(Kappagoda 2021) developed existing definitions by adding contextual performance also recognized as organizational citizenship behavior that includes voluntary acts to benefit the organizational environment through helping colleagues and showing initiative and maintaining positive conduct. Adaptive performance depicts the skill of adjusting to changing work conditions and learning new skills according to (Tabiu, Pangil et al. 2020) and handling unexpected work challenges effectively. The definitions of counterproductive work behavior by (Sackett, Zhang et al. 2022) establish it as activities damaging to the organization including both absenteeism and workplace deviance. (Ullah and Kundi 2023) highlight innovative performance as the key process of implementing new product and process innovations to enhance organizational effectiveness. The performance of work depends on individual capabilities and drive along with role definition and resource availability within a specific structure and external market factors which both influence employees and their organizations. Performance assessment usually involves either objective results such as sales and error data or subjective methods like supervisor feedback and multi-source assessments (Ones and Viswesvaran 2023). Job performance represents a complete concept which combines both expected responsibilities with voluntary behaviors while showcasing employee organizational value.

(Chanana 2021) demonstrate that organizational commitment of new employees shows inconsistent changes during their first six months of employment. Organizational commitment for staff members shows a positive relation with their duration of employment at the company. Studies show that longer duration of staying in one position creates a negative relationship with organizational commitment (Balay-odao, Cruz et al. 2022). The factor group looks into employee-manager relationships and organizational climate and organization reliability and job satisfaction. Job satisfaction represents a vital factor which influences the level of organizational commitment according to (Biber 2025). Unhappy employees display two distinct reactions toward their jobs either through job-seeking intentions or by becoming unengaged in their duties. The attitude employees direct towards their work represents job satisfaction but organizational commitment refers to the attitude employees have towards their organization (Biber 2025).

Organizational performance strongly depends on employee performance that is determined by employee involvement and time spent at the workplace especially in relation to work settings. Workplace involvement happens when work brings together beneficial relationships

between work activities and workplace environment and work tools (Dullah, Limgiani et al. 2023). The Human Resource policies directly shape how individuals perform at work. To maintain employee performance and commitment job satisfaction serves as an important component that utilizes employee retention and morale together with trust as intermediary factors.

H4: There is a significant positive relationship between employee commitment and employee job performance.

Theoretical Framework



Research Approach

The research approach selected for the present study is quantitative in nature to examine the impact of selected independent variables i.e. Rhetorical Leadership through the mediating role of Employees Commitment effects the Employees job performance. The selection of quantitative approach is based on existing evaluation body of literature and quantitative method also found useful to apply collected responses, after application of statistical techniques, to come up with testing of constructed hypotheses. Furthermore, quantitative approaches found with better assessment of area of study with empirical findings to get applied in other studies. The targeted populations of the present study are employees working in Education and banking industry in Bahawalpur, those individuals have organizational associations and organizational practices. Furthermore, elements of targeted population also observed with different level of education and experience. This research study selected with probabilistic sampling technique i.e. random sampling techniques. This sampling method observed commonly used in number of studies in existing literatures. This format of sampling techniques has found with its usefulness to get with required number of responses without confronting to any challenge. This sampling technique has also found common in use in different number of primary investigations. The selection of sample size is done based on below formula to come up appropriate size of sample for the present research study at 5 percent level of significance. This formula is extensively used in literature and found useful to come up with sufficient number of responses to come up with valid results to proceed the study.

$$\text{Cochran's Formula} = ((1.96)^2 (0.5) (0.5)) / (0.05)^2$$

$$\text{Cochran's Formula} = 623$$

$$\text{Sample Size} = 623 / (1 + (384 / 800))$$

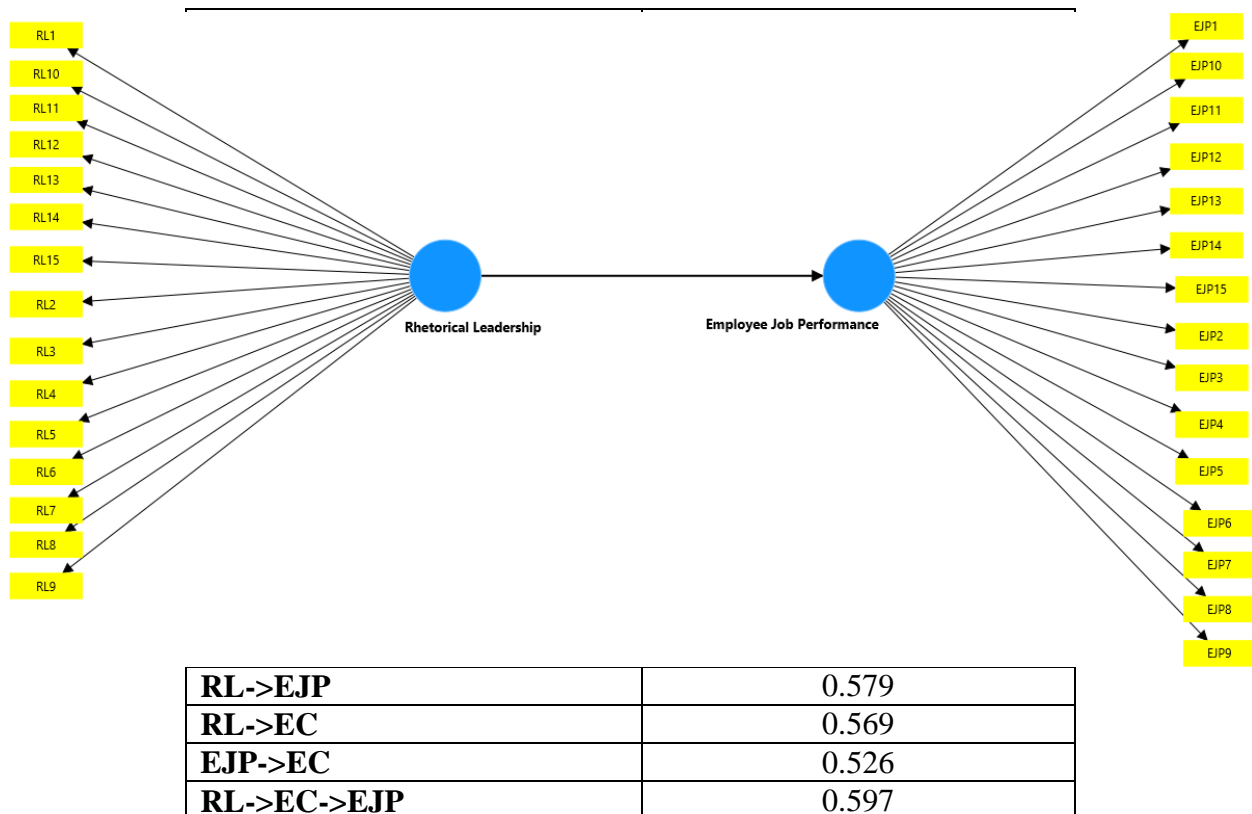
$$\text{Sample Size} = 420$$

The present study selected with survey approach among number of other data collection methods for the present study. The use of survey approach found very useful to get with firsthand information from targeted respondents. The questionnaire is inputted with demographic questions to understand with characteristics of respondent along with questions for each study specific variables. The questions are based on closed nature questions. The

study variables specific variables are applied with Likert scale ranges from 1 to 5 (1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree and 5 = strongly agree).

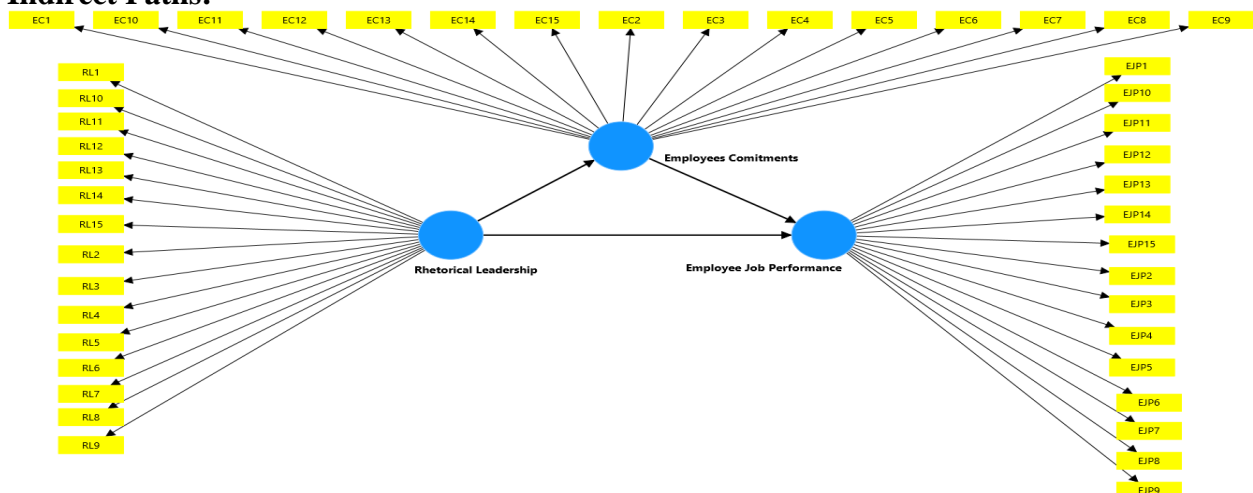
Data Analysis

Direct Path:



The AVE value of 0.50 implies that Convergent Validity (CV) is sufficient. Latent, in other words, Variables explains half of the variance of its items and demonstrates sufficient convergent validity(Hair Jr. 2013). CV was tested in this analysis by evaluating AVE values. The result shows a range of AVE values between 0.52 and 0.72, so it can be stated that convergent validity is identified.

Indirect Paths:



Factor Loadings

Factor Loadings:	Outer loadings
EJP1 <- EJP	0.783
EJP10 <- EJP	0.852
EJP11 <- EJP	0.835
EJP12 <- EJP	0.800
EJP13 <- EJP	0.784
EJP14 <- EJP	0.822
EJP15 <- EJP	0.767
EJP2 <- EJP	0.851
EJP3 <- EJP	0.853
EJP4 <- EJP	0.824
EJP5 <- EJP	0.764
EJP6 <- EJP	0.729
EJP7 <- EJP	0.823
EJP8 <- EJP	0.823
EJP9 <- EJP	0.823
RL1 <- RL	0.814
RL10 <- RL	0.823
RL11 <- RL	0.764
RL12 <- RL	0.801
RL13 <- RL	0.801
RL14 <- RL	0.771
RL15 <- RL	0.789
RL2 <- RL	0.844
RL3 <- RL	0.832
RL4 <- RL	0.802

Discriminant validity is perturbed with a uniqueness of constructs, or whether the phenomenon it captures is well defined from that is explained by the other constructs in the model. By using the Fornell-Larcker criterion and the Heterotrait-Monotrait the cross loading among the construct To find discriminant validity the ratio of correlation (HTMT) is used (Janadari, Sri Ramalu et al. 2016). In terms of explaining discriminant validity for a larger number of constructs, Cross loading analysis is more modern.

Mediation Analysis

Bootstrapping

To evaluate hypothesis and for finding complete picture of outcome Systematic model analysis of the structural model was performed in this work. Hypothesis that are evaluated from 1 through 7 by using the PLS-SEM technique the size of path coefficients were investigated. In Smart PLS 4.0.0, the PLS-SEM bootstrapping approach was used to check the relationship's value.

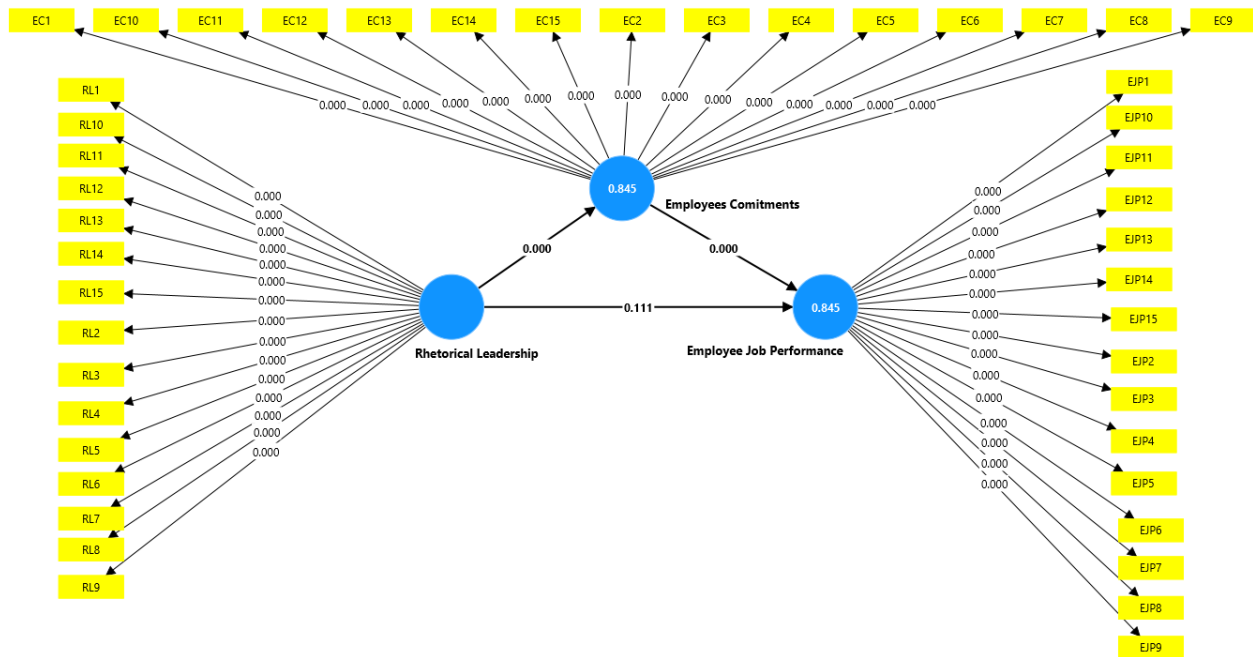


Figure 4.1 shows the path of coefficient about dependent or independent variable, and the main path of this figure is to focus of PLS and algorithm. For H1 result it is shown that H1 is supported because Rhetoric Leadership and Employee Job Performance has significant positive relationship ($t=1.595$, $p<0.05$). In H2 Rhetorical Leadership and Employees Commitment has insignificant relationship ($t=82.67$, $P<0.05$), so H2 is supported.

Hypothesis	Path	Original Sample	Sample Mean	SD	T value	P value	Results
H1	RL->EJP	0.137	0.141	0.086	1.595	0.011	SUPPORTED
H2	RL->EC	0.919	0.919	0.011	82.673	0.000	SUPPORTED
H3	EJP->EC	0.792	0.788	0.078	10.089	0.000	SUPPORTED
H4	RL->EC->EJP	0.919	0.919	0.011	82.673	0.000	SUPPORTED

In table 4.6 there is findings of indirect relation hypothesis as a result hypothesis in H3 Employee Job Performance and Employees Commitment has direct relationship ($t=10.08$, $P<0.05$) so H3 is supported. In H4 Rhetoric leadership and Employee Job Performance mediation through the Employees Commitment has indirect relationship ($t=82.67$, $P<0.05$) so H4 is also supported

Conclusion

1- Direct Effect

H1: There is a significant positive relationship between rhetorical leadership and employees' job performance.

This research established that rhetorical leadership creates a positive effect on employee job performance thus validating Hypothesis 1 (H1). Research findings support previous studies showing how motivational messaging through persuasive communication leads to better employee productivity levels. Leaders who utilize storytelling and vision-casting methods according to (Bai, Fosco et al. 2025) generate employee purpose which results in better

performance. (Shamir, House et al. 1993) reported that charismatic leadership based on rhetorical influence develops employee dedication to organization goals while enhancing their commitment to enterprise objectives.

(Cordova Jr, Kilag et al. 2024) demonstrated how transformational leaders who deliver their vision to employees successfully create better employee commitment leading to enhanced job performance. According to (Antonakis, d'Adda et al. 2022) rhetorical leadership enhances employee engagement along with efficiency through both building trust and sparking inspiration within the workforce. The research results demonstrate that quality leadership communication serves as an essential element which boosts workplace performance.

H2: There is a significant positive relationship between rhetorical leadership and employee commitment.

1. This research demonstrates that rhetorical leadership creates positive effects on employee commitment thereby proving Hypothesis 2 (H2). A leader with rhetorical effectiveness combines persuasive language with emotional engagement and visionary conversation to both motivate staff and build organizational team spirit. Organizational goals and values gain clarity as leaders express them effectively which leads employees to feel both connected and valued and committed to their roles (Creon and Schermuly 2022)
2. Previous research confirms that leaders who employ rhetorical communication methods including transformational and charismatic message delivery methods increase employee organization identification (Creon and Schermuly 2022). (Antonakis, d'Adda et al. 2022) established that teams show greater commitment to their organization when they view their leader as passionate and open in their communication practices. Research demonstrates that rhetorical leadership motivations enable employees to stay committed to the organization for the long term.

H3: There is a significant positive relationship between employee commitment and employee job performance.

H3 is supported by the finding of this study that the employee commitment (EMPCT) is a significant positive relationship to job performance (JOBPNF). Dedicated employees to their organizations are more expected to show more motivation, job satisfactions, and perform well than other employees (Agegnehu, Abdissa et al. 2022). Responsibility and dedication to the organisation encourage employee commitment, which makes him go beyond his job formal duties and contribute to organisational success (Iqbal, Zia et al. 2021)

As with previous studies, the relationship found here should serve as further support for this relationship by noting that committed employees are more productive and engaged. According to (Tus, Ramos et al. 2022) employees with strong organizational commitment tend to go out of their way to work hard and as a enhance job performance. The results also point out the vital function of employee commitment in improving workers' productivity and attain organizational set objectives.

Mediating Effect

H4: Employee commitment mediates the relationship between rhetorical leadership and employee job performance.

This study's results corroborate Hypothesis 2 (H2), that is, there is a significant mediation effect of employee commitment on the relationship between rhetorical leadership and employee job performance. It implies that better job performance results from a commitment that is generated with better employee commitment, and higher employee commitment is the result of better employee commitment. Leaders who engage in effective use of rhetorical strategies – such as persuasive communication, articulation of the vision, and motivational discourse – produce a work environment in which employees feel respected and associated with organizational goals (Conger, Martin et al. 2021). In turn, this heightened commitment

will generate higher levels of responsibility and dedication in a person, which in turn elevates job performance (Agegnehu, Abdissa et al. 2022)

It is mediated by this effect, which is supported by previous studies (Shamir et al., 1993), as leadership communication is significant in entraining commitment of employees that will, in turn, lead to performance outcomes. (Wicaksono and Soeling 2022) researched that committed employees engage with higher levels of engagement and discretionary effort which produce better job performance. Just as (Powell and Stern 2023) proposed that employee commitment bridges the gap between leadership influence and achievements, one cannot neglect the major of rhetorical leadership in indirectly boosting performance through strengthening of commitment.

Implications

Practical Implications

The results of this study are significant on practical grounds for organizations, leaders and HR professionals. Because there are strong positive relationships of rhetorical leadership, employee commitment, and job performance, organizations should devote more efforts in channeling leadership communication strategies to have a more committed and higher performing workforce.

1. The first is that organizations should invest in leadership development programs teaching the rhetorical skills such as persuasive communication, storytelling and articulating vision. Better commitment of team members and better performance outcomes can be induced when leaders effectively convey their purposes and excite the workforce. Therefore, managers can train on these critical skills in training programs, workshops, and coaching sessions to ensure they effectively engage and motivate their teams.
2. Second, the consequent HR policies are oriented to build employee commitment in order to user leadership effectiveness and performance. Through fostering a positive work culture, recognizing employee contributions, or career growth opportunities, an organization can achieve this. Employees who are aligned with the vision and feel the value of the company are more likely to stay in top-level.
3. Finally, organizations should put into practice regular employee feedback mechanisms to check regular effectiveness of leadership and commitment level of employees. Businesses gather insights by conducting surveys and performance reviews to identify which areas in leadership practicing and workplace engagement need improvement, and devote efforts to improving them proactively.
4. Applying these pragmatic strategies, organizations can use rhetorical leadership to embed in a committed workforce that collectively drives the performance of the job overall and sustainable business success.

Theoretical Implications

The contribution of this study to the existing literature on leadership, employee commitment, and job performance is in the empirical assessment of the mediating effects of employee commitment in the relationship between rhetorical leadership and job performance. The outcome support the theoretical bases of transformational and charismatic leadership theories (Kristiana and Tukiran 2021) by stating the power of persuasion in changing employee attitudes and behavior.

1. First, the overall contribution to the understanding of rhetorical leadership by this study is illustrated in terms of its effect on employee commitment and performance. Past research has identified the impact of rhetoric on leadership performance as well as both the process through which the grand rhetoric of leadership can motivate (Fischer, Dietz et al.

2024) and the link between motivational rhetoric and employee commitment which, one by one, leads to performance outcomes.

2. In addition, this research supported the mediational view in leadership research by indicating that employee commitment acts as the critical mediator between leadership communication and job performance. This is consistent with the self-concept based leadership theory (Creon and Schermuly 2022) which states that it is through effective leadership that employees are identified and feeling like part of the organization which encourages favorable job related behaviour.
3. Thus, the last contribution of the findings to organizational behavior and HRM literature are related to the need of including leadership communication in the commitment and performance models. This study contributes a theoretical basis for future research investigating how different leadership styles and communication techniques affect the outcomes of employee in different organizational contexts.

4. Through this, this thesis extends the theoretical perspectives into a foundation for further research into how leadership rhetoric impacts workplace commitment and performance.

Limitations

1. The data used in the study are self-reported, and thus may be subjected to social desirability bias or a subjective perception. Future research should involve multiple data sources, including objective performance metrics and supervisor evaluations, to make the research findings more reliable.
2. As indicated, the study is cross-sectional and thus is unable to establish causal relationships due to the fact that it captures data of a single point. It is recommended to do longitudinal studies of how these relationships evolve with time.
3. The study is valid only within a given organizational or industry context in which the relevance of the findings may be limited to other sectors or cultural settings. Future research should examine them in other industries and geographical regions.
4. Investigation of employee commitment is used as a mediator while the other potential mediators or moderators such as job satisfaction, organizational trust or variations in styles of leadership were not taken into consideration.
5. Further studies could investigate more variables to then better understand to what extent leadership affects job performance.

Recommendations for Future Research

This type of subsequent research should examine the exact nature or the relationship between variable, over time in order to deeper understanding the relationship between what I've called rhetorical leadership, employee commitment and job performance in relation to time. This study also does not have a true cause and effect as in this study a cross sectional design. But repeated studies can help researchers acknowledged how rhetorical leadership impacts employee outcomes and whether it has any changing relationship between it and these outcomes. In addition, adding more than one sources of the data would increase the reliability of future studies. Nevertheless, data considering supervisor ratings, peer perceptions, and objective performance measures may be needed in future research as the self-reported data may have a bias. Meanwhile, the use of this triangulative approach will be more accurate and comprehensive in the measurement of the effects of rhetorical leadership on commitment and performance among workers.

Therefore, future studies can investigate other intervening and control variables that can explain the leadership – performance relationship. Other mediators that could be important as well, other than employee commitment, may be factors like job satisfaction, organizational trust and the culture of the workplace. It may make sense to take a look at the elements of

these processes and a way they yield a better emulator's performance through rhetorical leadership. Second, they also indicate that research conducted cross culturally and in specific industries is required to determine whether the findings of this study hold true in all instances. Effective leadership can be a function of cultural values and industry specific practices. This study opens future research doors to investigate rhetorical leadership in various industries and geographical areas, to determine if there are any consistencies in its exact effect on employee commitment and job performance. Finally, Future studies can conduct a comparison of type of leadership to determine if rhetoric leadership is more effective than other leadership strains such as transformational, servant and authentic leadership. Retaining this information, researchers can then compare the different leadership styles with various communication strategies of communication, which are most often appropriate to enhance higher level of commitment and higher aspects of job performance. These recommendations will be useful both in theory development and refinement of the rhetoric of leadership framework as well as in the practical use of the rhetoric of leadership in organizational settings.

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