

Impact of Leader Self-Sacrifice on Team Affective Commitment: The Moderating Role of Leader Competence

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Abstract

This study focused on why leader self-sacrifice has both positive and negative impacts, and it takes into account how leader competency affects these effects. It is grounded in social exchange theory and ego-depletion theory. With a questionnaire with 5 points Likert scale, 264 respondents were sampled. The data was initially analysed on SPSS for respondents and Descriptive analysis, rest validity, reliability, and Path coefficient was analysed on Smart PLS. The results suggested that Leader Self-Sacrifice (LSS) seems to have a significant and positive effect on both Team Effective Commitment to leader (TECL) and Leader Depletion (LD). TECL and LD in turn seem to positively affect LSS also seems to have a direct and positive effect on LOWB. The moderation analysis showed that Leader Competence (LC) seems to augment the effect of LSS on LD. This paper will help HR managers to decide while generating policies about team building and leadership development. Furthermore, this study is not focused on any particular industry; future research can be conducted on industries like banking, insurance sector, and hospitality sector as well.

Keywords: Commitment, Leader competence, Leader depletion, Leader self-sacrifice

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INTRODUCTION

Numerous studies about incredible leaders be it heads of associations, political, military or strict leaders, rather than focusing about the sacrifices which leader made by himself in order to benefit his subordinates. Evidently, individuals are encouraged and surprised by the soft nature and behavior of their manager because of its sacrifices for other and allocate significance and reason to these demonstrations. It is accepted that these remarkable leaders profoundly affect their followers and, ultimately, on friendly frameworks. Lately, sacrifice made by the leader and the outcomes of these act are the most increased concerns of researchers¹. Clearly, these researchers were stimulated by hypotheses of appealing leadership². Overall, transformational and appealing leadership is considered to bring about an enhanced feeling of cooperative uniqueness and mutual mission, top leadership, superior degrees of responsibility and inspiration, individual sacrifice and its ability can have enhanced the performance of the firm³.

Although there have been many transformative and charismatic theories put forth, each of these theories may have its own unique explanation for why these effects on fans occur, which may support additional direct initiatives. Many of them place a lot of emphasis on laddering techniques that show their dedication to their workers and the main objective⁴. Leaders with sacrificing attitude with their own personalities are generally the role models of their Subordinates. Who encourage subordinate cooperation, foster a trusting and supportive work environment, and benefit the staff⁵. Recent research has focused on the positive impact of self-sacrifice of leader on the perspectives and actions of representatives, similar to positive feelings⁶ prosaically behavior⁷, job

¹ Zaidi, SM Hasan Raza, and Danish Ahmed Siddiqui. "Self-Sacrifice: The impact of Leader Self-Sacrifice on teams' effective work and leaders' work engagement, and their well Being: The mediatory role of Team Effective Commitment, and Leader Depletion, complemented by Leader's Competence."

² Novitasari, Dewiana, Marissa GraceHaque Haque, Heri Supriatna, Masduki Asbari, and Agus Purwanto. "Understanding the links between charismatic leadership, intrinsic motivation and tacit knowledge sharing among MSME employees." *International Journal of Social and Management Studies* 2, no. 3 (2021): 1-13.

³ Majdalani, G. (2022). *Impact analysis of leadership on construction project management in the Lebanese contracting firms* (Doctoral dissertation, Notre Dame University-Louaize).

⁴ Cummings, Greta G., Sarah Lee, Kaitlyn Tate, Tatiana Penconek, Simone PM Micaroni, Tanya Paananen, and Gargi E. Chatterjee. "The essentials of nursing leadership: A systematic review of factors and educational interventions influencing nursing leadership." *International journal of nursing studies* 115 (2021): 103842.

⁵ Su, Xiaofeng, Xiaoli Jiang, Guihua Xie, Meijiao Huang, and Anxin Xu. "How does self-sacrificial leadership foster knowledge sharing behavior in employees? Moral ownership, felt obligation and supervisor-subordinate guanxi." *Frontiers in Psychology* 13 (2022): 910707.

⁶ Yang, Feifan, Sherrica Senewiratne, Alexander Newman, Sen Sendjaya, and Zhijun Chen. "Leader self-sacrifice: A systematic review of two decades of research and an agenda for future research." *Applied Psychology* 72, no. 2 (2023): 797-831.

⁷ Mortier, Philippe, Gemma Vilagut, Montse Ferrer, Consol Serra, Juan D. Molina, Nieves López-Fresneña, Teresa Puig et al. "Thirty-day suicidal thoughts and behaviors among hospital workers during the first wave of the Spain COVID-19 outbreak." *Depression and anxiety* 38, no. 5 (2021): 528-544.

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performance⁸, self-esteem⁹ and work motivation¹⁰. These studies on the effect of a leader's selflessness on the performance of specific subordinates ignore the reactions of other coworkers to selfless leaders as a whole. However, these research studies on the effect of a leader's compassion on specific subordinate outcomes do not address how these individuals view a leader's selflessness.

However, selfless leaders cannot be "super-amazing" if they manage groups effectively while also meeting their own work commitments under severe resource constraints. Previous research has shown that some extraordinary driving behaviors commonly expected of leaders may be costly for them. For example, studies have revealed that equity behavior¹¹, ethical behavior¹² and transformational leader behavior¹³ can burden leaders' restricted assets, causing asset misfortunes and depleting them. Hence, because of its excellent nature, selflessness, and resource testing and stripping can be significant challenges for leaders; adopting a selfless attitude may entail leaders taking on additional responsibilities an altogether enhanced responsibility and spending substantial exertion on self-control¹⁴.

The current hypothetical considerations propose that leader sacrifice provide supporters helpful and persuaded to respond. Hence, self-sacrifice of leader is linked to factors that determine the effectiveness of leader. To get to the heart of effectiveness of leader, one must first understand how leader' selflessness influenced collaboration and commitment. However, supposedly, there are no investigations that attention on whether or not self-sacrificing leadership may in fact prompt higher work engagement. When is self-conciliatory authority likely to be effective and persuasive? Benevolence defined as passing on the leader's commitment to the adherents outlines an inadequate response to this request. Grandstand would be especially useful in situations where devotees are unsure whether the leader is paying attention to the subordinates. This is especially true if generosity reveals a mode of thinking based on group cooperation.

⁸ Qian, Shanshan, Qinghong Yuan, Wanjie Niu, and Zhaoyan Liu. "Is job insecurity always bad? The moderating role of job embeddedness in the relationship between job insecurity and job performance." *Journal of Management & Organization* 28, no. 5 (2022): 956-972.

⁹ Pascual-Sánchez, Ana, Nicole Hickey, Ainoa Mateu, Maria Martinez-Herves, Tami Kramer, and Dasha Nicholls. "Personality traits and self-esteem in traditional bullying and cyberbullying." *Personality and individual differences* 177 (2021): 110809.

¹⁰ Wahyudi, Wahyudi. "Five components of work motivation in the achievement of lecturer performance." *Scientific Journal of Reflection: Economic, Accounting, Management and Business* 5, no. 2 (2022): 466-473.

¹¹ Salman, Dilshad Ahmed, and Khairi Ali Auso. "The Sequential Influence of Creative Leadership and Organizational Environment on Strategic Performance." *Journal of Environmental & Public Health* (2022).

¹² Lussier, Bruno, Nathaniel N. Hartmann, and Willy Bolander. "Curbing the undesirable effects of emotional exhaustion on ethical behaviors and performance: A salesperson–manager dyadic approach." *Journal of Business Ethics* 169 (2021): 747-766.

¹³ Islam, M. N., Furuoka, F., & Idris, A. (2021). Mapping the relationship between transformational leadership, trust in leadership and employee championing behavior during organizational change. *Asia Pacific Management Review*, 26(2), 95-102.

¹⁴ Zubair, Syed Sohaib, Mukaram Ali Khan, and Aamna Tariq Mukaram. "Public service motivation and organizational performance: Catalyzing effects of altruism, perceived social impact and political support." *Plos one* 16, no. 12 (2021): e0260559.

Recently, there has been more focus on the recently revealed connections between leader depletions, affective attachment to the leader, and leadership self-sacrifice¹⁵. Similar findings were made by Pastor, et al. (2019), who asserted a connection between a leader's willingness to sacrifice himself or herself for the good of the team and depilation. Many authors have also noted that there has been no correlation between leader self-sacrifice and team effectiveness in their support of the leader and leader depilation¹⁶. Liu, et al. (2022) emphasized that there is no connection between a leader's willingness to sacrifice for the good of the team and the leaders own exhaustion. Numerous studies have been done to examine the connection between a leader's self-sacrifice, the effectiveness of the team's devotion to the leader, and leader depletion¹⁷. Many research studies on the team commitment to the leader and leader depilation have already been conducted. Pastor, et al (2019) study found that affective commitment to the leader and leader depilation were related to the selflessness of the leader. It has been observed that many of the organizations has to suffer due to lake of leadership, which not only effect the working environment but also effect firm's profitability. It has been said that organizations run by the employee¹⁸.

In this study, questions are to identify the impact and relationships between the variables:

- What is the impact of leader self-sacrifice on team affective communication to leader?
- What effect does a leader's selflessness have on leader exhaustion?
- What effect does a leader's selflessness have on the team's affective communication with the leader when the role of the leader is acting as a moderator?
- What effect does a leader's selflessness have on their own exhaustion, and what role does a leader's competency play in this?

The leader competence and sacrifice have most important aspect in today's era as managers can efficiently lead their team in order to accomplish the firm goal. However, managers' excessive self-sacrifice can push it towards depletion of their psychological well-being. Hence, this research can be beneficial for senior managers and executives of banking industry as it can define the significant level of sacrifice that a manager should make in order to boost its team towards the achievement of the organizational performance. In addition, this research will benefit the managers in creating policies to enhance the team affective commitment to leader and leader depilation while serving in the organizations¹⁹. Leaders serving at the banking industry can enhance their leadership qualities and deliver the same to their subordinates. In the current study, banking industry of Pakistan is chosen to determine the influence of leaders' self-sacrifice over the affective

¹⁵ De Cremer, David, and Daan Van Knippenberg. "Leader self-sacrifice and leadership effectiveness: The moderating role of leader self-confidence." *Organizational behavior and human decision processes* 95, no. 2 (2004): 140-155.

¹⁶ Pastor Alvarez, Alberto, Fernando Molero Alonso, Maria del Pilar Bardera Mora, and Juan Antonio Moriano Leon. "Authentic leadership and its relationships with work engagement and organizational citizenship behaviors in military units: The role of identification as a mediating variable." *Military Psychology* 31, no. 5 (2019): 412-424.

¹⁷ Liu, Xin, Jih-Yu Mao, Jack Ting-Ju Chiang, Li Guo, and Shanshan Zhang. "When and why does voice sustain or stop? The roles of leader behaviours, power differential perception and psychological safety." *Applied Psychology* 72, no. 3 (2023): 1209-1247.

¹⁸ Chen, Xingwen, Yiwei Yuan, Jun Liu, Li Zhu, and Zheng Zhu. "Social bonding or depleting? A team-level investigation of leader self-sacrifice on team and leader work engagement." *Journal of Occupational and Organizational Psychology* 93, no. 4 (2020): 912-941.

¹⁹ De Cremer, David, and Daan Van Knippenberg. "Leader self-sacrifice and leadership effectiveness: The moderating role of leader self-confidence." *Organizational behavior and human decision processes* 95, no. 2 (2004): 140-155.

commitment of team and leader depletion²⁰. The whole study is helping the managers of the banks in building and improving the strategies related to leadership and team effectiveness to excel their business performances in future. Moreover, with the help of current research organizational setup can be redesigned the culture of the firm in order to achieve long-term goal of firm growth and organizational growth.

Theoretical Framework and Hypothesis Development

The current study tries to determine how a leader's selflessness improves the team's ability to follow the leader and raises production. The current study employed two ideas in order to determine the goal. First off, the concept of ego depletion proposes that decision-making in the brain is weak, especially when it goes against personal inclinations. Psychologists refer to the cognitive (aware) portion of your brain as your "ego." The psychological resource constraints that social psychologist Roy Baumeister proposed while studying at Case Western University are included in ego depletion theories. These ideas advocate the idea that conscious willpower is limited and that when it runs out, making wise decisions becomes very difficult. Your intellect will eventually become fatigued and weakened if it is used excessively without a break. Scientific investigations have revealed that this is not the case, despite the fact that most people have presumably noticed that they find it more difficult to make wise decisions when they are "tired"²¹. Furthermore, people consider the advantages and disadvantages of a relationship or activity while making decisions, whether consciously or unconsciously, with the ultimate goal of maximizing their reward.

This theory's main emphasis is on interpersonal relationships, not societal change or behavior. A person will balance the benefits of social interactions with their costs, according to the social exchange theory (positive result) (negative outcome). Examples of monetary costs and benefits include money, time, and services. Intangibles include things like work, love, social acceptance, pride, shame, respect, opportunity, and power. Everyone wants a relationship or conversation to yield more benefits than it does costs. When a relationship is more expensive for them than it is rewarding, they end it. However, they will keep a relationship going if it has enough advantages. What is and is not sufficient depends on a person's expectations and comparisons to other potential interactions and relationships, among other things. People expect fairness in trading, which is another facet of the social exchange hypothesis. When they do not receive the same compensation for the same expenses, people are disappointed²².

²⁰ Lahtinen, Oskari, and Christina Salmivalli. "The relationship between mindfulness meditation and well-being during 8 weeks of ecological momentary assessment." *Mindfulness* 11 (2020): 255-263.

²¹ Baumeister, Roy F., Ellen Bratslavsky, Mark Muraven, and Dianne M. Tice. "Ego depletion: Is the active self a limited resource?." *Journal of personality and social psychology* 74, no. 5 (1998): 1252.

²² Pattnaik, Arya. "Social exchange theory: Revisiting the scaffolding of psychological contract." *Vidwat* 11, no. 1 (2018): 9-12.

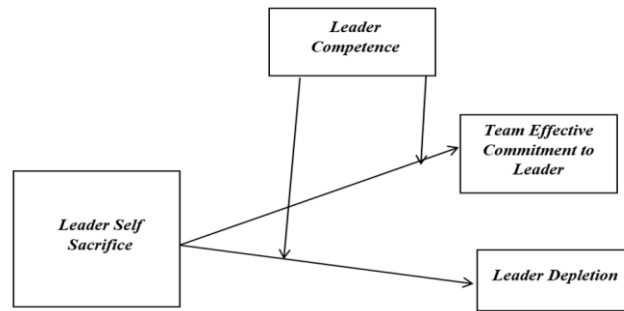


Figure 1. Conceptual Framework

HYPOTHESIS DEVELOPMENT

The literature on resource allocation asserts that resources are limited and that how scarce resources (such energy and time) are distributed can influence how well people carry out specific responsibilities. Prior research on authoritative citizenship behavior and running errands has highlighted the difficulty in achieving a balance between social collaboration with collaborators and paying attention to one's own obligations²³. A comparable, if not worse, circumstance is that leaders are frequently faced with a number of challenging problems. Wang, et al., (2021) claim that they must manage complicated relationship ties in addition to tough tasks, both of which take up many of their few resources²⁴.

Leader Self Sacrifice and Team Effective Commitment to Leader

Cooperative individuals who are willing to sacrifice their own advantages or assets in order to assist in bringing people together are referred to as benevolent leader. As a result, selfless leader may receive support from colleagues (social support), but they may also experience job overload and be distracted from their primary tasks (exhaustion). In addition, leader can view pioneer capability as an essential asset in the management of work-related social and errand issues. Not only can capable leader assist groups in resolving difficult work issues and completing challenging tasks, but they can also save money on restraint. As a result, the degree to which people value leader' penance and the degree to which conciliatory leader experience the negative effects of asset and energy consumption may be influenced by pioneer capability. To understand the concept of two concurrent cycles—i.e., social holding and draining—we make use of speculations regarding social trade and inner self-exhaustion²⁵.

Responsibility, a well-researched social development, is important in the social trade relationships at work. According to Vandenberg and Beaten (2019), Standardization duty indicates an internal

²³ Nielsen, Tjai M., Daniel G. Bachrach, Eric Sundstrom, and Terry R. Halfhill. "Utility of OCB: Organizational citizenship behavior and group performance in a resource allocation framework." *Journal of Management* 38, no. 2 (2012): 668-694.

²⁴ Wang, I-An, Hung-Yu Tsai, Meng-Hsiu Lee, and Ren-Chang Ko. "The effect of work–family conflict on emotional exhaustion and job performance among service workers: The cross-level moderating effects of organizational reward and caring." *The International Journal of Human Resource Management* 32, no. 14 (2021): 3112-3133.

²⁵Yang, Feifan, Sherrica Senewiratne, Alexander Newman, Sen Sendjaya, and Zhijun Chen. "Leader self-sacrifice: A systematic review of two decades of research and an agenda for future research." *Applied Psychology* 72, no. 2 (2023): 797-831.

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tension that encourages coworkers to keep agreements. Duration responsibility matches relationship maintenance because of superficial cost (i.e., external pressure)²⁶. Emotional responsibility, according to Meyer, et al., (2018), is the desire of workers to keep up a relationship with their managers, which is akin to the "social holding" benefits of pioneer benevolence²⁷. Therefore, hypothesis has been proposed:

H1: There is an impact of leader self-Sacrifice and team affective commitment to leader.

Leader Self Sacrifice and Leader Depletion

The "dwindling" leader's path of self-sacrifice Pioneer compassion primarily takes the following three forms: 1) Work division, (2) course of compensations, and (3) power work out²⁸. In terms of cooperation, selfless leaders step up and take on difficult and risky tasks while accepting full responsibility for group failure. Trailblazers volunteer to concede or spurn what they merit, including pay, prizes, and progressions, in the dispersal of compensations. To the extent that power, liberal trailblazers make an effort not to use their distinctions, power, and resources for extra their own benefits. According to Baumeister (2018), clearly selfless leaders ought to oppose their need for benefits, which may be associated with discretion. Individuals have limited assets for poise, according to the inner self consumption hypothesis. When people engage in activities that require discretion, they have less poise available for other voluntary activities. Poise is like a muscle that gets tired from being supported.

H2: There is an impact of Leader Self-sacrifice and leader depletion.

Leader Self Sacrifice, Leader Competence and Team Effective Commitment to Leader

Leadership skills have a guiding function. Coworkers will be more invested in their work as a result of a larger sense of commitment to selfless pioneers who operate effectively; this social trading approach depends on the ability of the leader. Pioneer skill is an important asset that contributes to the achievement of group objectives. Pioneers who have a higher level of skill are more likely to assist groups in completing challenging tasks and addressing difficult work issues. According to Choi et al., (2021), colleagues encourage the development of close personal connections with selfless pioneers because they recognize that selfless pioneers can be counted on to actually accomplish favored group goals. However, pioneer ability can provide pioneers with additional assets such as respect and status. Benevolence is a surprising way to act that puts bosses above coworkers. Colleagues will typically place a higher value on benevolent pioneers with exceptional skills and knowledge, resulting in increased expectations for social trade. The

²⁶ Vandenberghe, Christian, Alexandra Panaccio, Kathleen Bentein, Karim Mignonac, Patrice Roussel, and Ahmed Khalil Ben Ayed. "Time-based differences in the effects of positive and negative affectivity on perceived supervisor support and organizational commitment among newcomers." *Journal of Organizational Behavior* 40, no. 3 (2019): 264-281.

²⁷ Meyer, Klaus E., and Katherine R. Xin. "Managing talent in emerging economy multinationals: Integrating strategic management and human resource management." *The International Journal of Human Resource Management* 29, no. 11 (2018): 1827-1855.

²⁸ Ryu, Jee-Yeon, You Jung Choi, Eun-Jeong Won, Emmanuel Hui, Ho-Shik Kim, Young-Seok Cho, and Tae-Jong Yoon. "Gene editing particle system as a therapeutic approach for drug-resistant colorectal cancer." *Nano Research* 13 (2020): 1576-1585.

generosity of a pioneer can then lead to increased group responsibility and work commitment. Choi et al., (2021) found that coworkers are less likely to support and foster social connections with philanthropic uncouth pioneers. Simply put, even though benevolent leaders are regarded as competent, they will undoubtedly promote group emotional responsibility and, as a result, encourage groups to participate in the work.

H3: There is an impact of Leader Self-sacrifice and team affective commitment to leader with moderating role of leader Competence.

Leader Self Sacrifice, Leader Competence and Leader Depletion

When leader's capability is high instead of low, leader's benevolence and work commitment that reinforces the interceded relationship. Due to their inherent goodness, successful leaders are less likely to feel worn out and have less job responsibilities. First and foremost, great leaders are equipped with cutting-edge talents and abilities that let them successfully handle demanding duties. Although selfless leaders are eager to engage in challenging or dangerous collaborations, their aptitude will help them manage workplace challenges efficiently²⁹. The degree of their self-image exhaustion is reduced when benevolent leaders with higher capability save more poise capacity for subsequent errands than those with lower skill. Second, capable leaders are regarded more highly by their communities and, as a result, are better able to direct and coordinate resources. Regardless of whether capable leaders behave benevolently and consume many discretion assets, they will always renew restriction assets and remain focused on their work. Additionally, benevolent leaders with exceptional abilities are likely to have a stronger sense of control over their current situation, reducing discretionary strength. Thusly, such trailblazers are more disinclined to feel depleted by magnanimous approach to acting while at this point having the choice to effectively partake in their work. We surmise that leader's expertise will direct the antagonistic outcome of trailblazer liberality on them.

H4: There is an impact of Leader Self-sacrifice and leader depilation with moderating role of leader competence.

RESEARCH METHODOLOGY

Research Design

Descriptive, correlational, causal-comparative/quasi-experimental, and experimental research are the four main subtypes of quantitative research. Attempts to determine the causes and effects of the variables. True experiments and these sorts of design are extremely similar, but there are some important differences. In the current research correlational research model has been adopted, many of the researches in past used the same for example De Cremer et al, (2019) used complex model

²⁹Choi, Yoon Seok, Eun Ok Han, and Seung Koo Lee. "Influence of nuclear power perception by leadership groups of South Korea on nuclear power policy." *Energy Strategy Reviews* 35 (2021): 100654.

in his research and apply SEM-PLS to run the model and the design which he adopted was correlational³⁰. Since, our proposed hypothesis are non-directional and one tailed therefore we are only developing the association among the variables with direct and moderating relations, which is quite much acceptable as many of the author has also applied the same. The sampling design including the target population, sampling frame, sample size, and sampling procedure employed in the current study are included in the sampling design.

Questionnaire Design and Measurement

The study determines the association between the independent factors and the dependent variable by having the respondents fill out a questionnaire with a five-point Likert scale ranging from strongly disagree (1) to strongly agree (5). The questionnaire used in the study consists of 20 items, the majority of which are dependent and independent variables such as leader self-sacrifice, leader depletion, team effective communication to leader, and leader competence. 5 items from the leader's self-sacrifice are adopted³¹. 5 items of variable team effective communication to leader adapted from (Vandenberghe et al., 2019), 5 items of leader depletion adapted from (Johnson, 2016), and 5 items of leader competence adapted from (Vandenberghe et al., 2019).

Analytical Statistical Technique

The study uses SPSS 21 and SEM-PLS software to analyze data in yielding the most favorable results. This study collected the data from the target population by using primary data source and the target population of this study was the majority of Karachi Banks. Moreover, Survey questionnaire data was spread among the private bank staff. The current study used 5 point Likert scale questionnaire to indicate the statements. The study uses random sampling testing for the purpose of combining data. The simple accessibility of respondents has a direct bearing on the justification for choosing worthwhile looking at. The models are chosen using this strategy based on their willingness to be supportive and present for the researcher.

RESULTS & FINDINGS

Descriptive Statistics

The descriptive profile summarizes the entire data set, which gives information about the entire population from which the data for the research was collected. The sample size in this study is 264. The percentages of respondents are shown in the table below. Data was collected from 55% of males and 25% of females, with 22% of respondents being under the age of 25. 25% of respondents are between the ages of 26 and 30. 27% of people are between the ages of 31 and 35. 8% are between the ages of 36 and 40, while the remaining 15% are aged 41 and up. 7% of respondents are undergraduates, while 48% are graduate students, postgraduates account for 30% of the population. 15% of respondents have a postgraduate degree or higher. 32% of respondents have incomes of less than \$50,000, while 38% have incomes ranging from \$50,000 to \$60,000. 7% have

³⁰De Cremer, David, and Daan Van Knippenberg. "Leader self-sacrifice and leadership effectiveness: The moderating role of leader self-confidence." *Organizational behavior and human decision processes* 95, no. 2 (2004): 140-155.

³¹De Cremer, David, and Daan Van Knippenberg. "Leader self-sacrifice and leadership effectiveness: The moderating role of leader self-confidence." *Organizational behavior and human decision processes* 95, no. 2 (2004): 140-155.

a monthly income of \$60,001 to 70,000, 5% have a monthly income of \$70,001 to 80,000, and 23% have a monthly income of \$80,001 or more. 25% of respondents, 42% have 1 to 3 years of experience, 33% have 4 to 7 years of experience, and the remaining have 8 years or more of experience.

Measurement of the Model Analysis

Evaluation of the estimation model, individual things are needed when deciding on the reliability of the internal consistency, the legitimacy of the substance of unshakable quality, the discriminatory legitimacy and the merged legitimacy. In order to protect the legitimacy and reliability of the model, the estimation model of this audit was assessed using the general guidelines who focused on the external stacking of single things of 0.5 or higher. In terms of how the separate normal fluctuation in question should also be greater than 0.5.

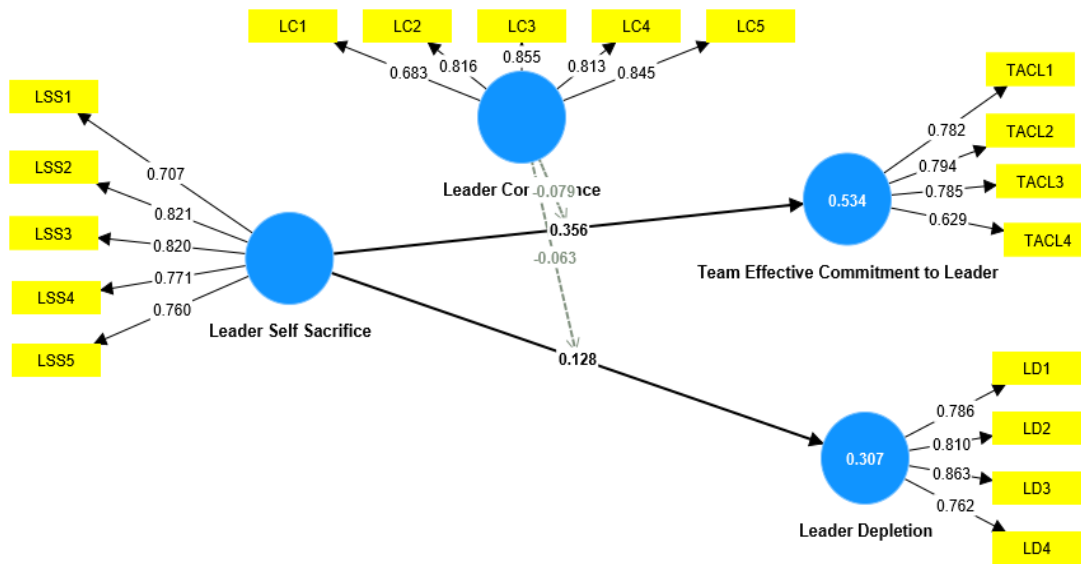


Figure 2. Measurement of Model

Construct Reliability, Cronbach’s Alpha, Composite Reliability and AVE of all the Latent Variables

Table 1
Construct Reliability and Validity

Constructs	Items	Loading	AVE	Composite Reliability	Cronbach Alpha
Leader Competence	LC1	0.888	0.648	0.902	0.864
	LC2	0.754			
	LC3	0.795			
	LC4	0.74			
	LC5	0.797			

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Leader Depletion	LD1	0.768	0.562	0.864	0.803
	LD2	0.726			
	LD3	0.875			
	LD4	0.737			
Team Effective Commitment leader	TACL1	0.885	0.757	0.94	0.921
	TACL2	0.814			
	TACL3	0.828			
	TACL4	0.844			
	TACL5	0.914			
Leader Self Sacrifice	LSS1	0.917	0.739	0.934	0.912
	LSS2	0.857			
	LSS3	0.803			
	LSS4	0.874			
	LSS5	0.820			

Note: LSS- Leader Self Sacrifice, LC- leader Competence, TACL, Team Affective Commitment to Leader

Convergent validity refers to the degree of agreement between two or more measures of a similar construct. The study of difference extract for each of the factors was used to assess evidence of convergent validity³². As, stated by Fornell and Larcker (1981), of the extracted variance value exceeds 0.50, it indicates that convergent validity has been established. Furthermore, the results show that the variance extracted in four scales ranges from 0.55 to 0.927. This shows that the square root of AVE is more significant than the relationship between inactive variables, indicating that there is sufficient discriminative legitimacy. After completing the CFA for this study, no variables were excluded, including cancellation of many things. All factors have two conditions as non-delectable conditions, in order to test the legitimacy of the discriminant, the creator also used a newly created rule, the complex hybrid single training relationship (HTMT), as an evaluation measurement element Tools of relationships.

Discriminant Validity

Table 2
Discriminant Validity Matrix (Fornell-Larcker Criterion)

	LC	LD	LSS	TECL
LC				
LD	0.604			
LSS	0.68	0.479		
TECL	0.801	0.656	0.756	

Note: LSS- Leader Self Sacrifice, LC- leader Competence, TACL, Team Affective Commitment to Leader

³²Fornell, Claes, and David F. Larcker. "Evaluating structural equation models with unobservable variables and measurement error." *Journal of marketing research* 18, no. 1 (1981): 39-50.

Let PLS-SEM check the Validity of discrimination, which is one of the squares of the main scoring framework of the model. The HTMT rule method inhibits the old methods of processing and evaluating discriminatory legality, such as the Fornell-Larker standard and other (partial) auxiliary charges, which usually do not recognize the lack of discriminatory legality, clearly shows the breakdown between inert designs, with HTMT values lower than the information in Table 4.10. According to the discriminatory legitimacy of the HTMT standard, although the share of HTMT was evaluated, the HTMT score was tested using a bootstrap strategy and found to be different, which implies that the design has discriminatory legitimacy.

Table 3
Discriminant Validity Matrix, Heterotraitmonotrait ratio (HTMT)

	LC	LD	LSS	TECL
LC				
LD	0.604			
LSS	0.680	0.479		
TECL	0.801	0.656	0.756	

Note: LSS- Leader Self Sacrifice, LC- leader Competence, TACL, Team Affective Commitment to Leader

Table 4
Bootstrapping Path coefficients

	Mean	SD	T-Statics	P values	Status
LC -> LD	0.418	0.066	6.338	0.000	Accepted
LC -> TECL	0.395	0.060	6.526	0.000	Accepted
LSS -> LD	0.128	0.073	1.759	0.039	Accepted
LSS -> TECL	0.356	0.064	5.531	0.000	Accepted
LC x LSS -> LD	-0.063	0.045	1.388	0.083	Rejected
LC x LSS -> TECL	-0.079	0.037	2.171	0.015	Accepted

LSS- Leader Self Sacrifice, LC- leader Competence, TACL, Team Affective Commitment to Leader

This table shows the criteria of accepting the hypothesis or the rejection if the P value is less than 0.05 or 5% it means hypothesis is selected otherwise rejected. While if the value of T statistics is greater than 1.9526 the proposed hypothesis can be said to be accepted. Moreover, mean value explain the importance of relation, the greater the value of mean the greater the relation of between the variables and more work need to be done on that assumption. Overall, six hypotheses have been analyzed, from which 4 were direct relation rest 2 were moderating relation. From which all direct relation found to be accepted, while 1 of the moderating roles are rejected rest one is accepted.

The proposed hypothesis 1, there is an impact of leader competence on leader depletion has been accepted since its P value and T value is meeting the criteria and Mean value suggest that it should be highly focused, as the mean value is higher than the all-other mean value. The proposed hypothesis 2 there is an impact of leader competence on team effective commitment to leader the proposed hypothesis 2 has also been accepted as its P value is less than 0.005 and T value is greater than 1.952. The proposed hypothesis 3 there is an impact of leader self-sacrifice on leader depilation was also meeting the criteria of P value and T value. The proposed hypothesis 4 the

impact of leader work engagement on leader wellbeing. The proposed 4th hypothesis stated that there is an impact of leader self-sacrifice on team effective commitment to leader has also been accepted based on their T and P value. The proposed hypothesis 5th and first moderating relation stated that there is an impact of leader competence on leader depletion with moderating role of leader self-sacrifice. The last proposed hypothesis stated that there is an impact of leader competence on team effective commitment to leader with moderating role of leader self-sacrifice

Discussion

There is an impact of leader Competence and leader depletion. Leader depletion is the factor that effect leader depletion the most. Another author highlighted the relation between leader depletion and leader competence³³. The reason behind this could be the make things easy once leader make things easy for the staff the things get easy for him too that not only help him to work freely but also helps them to grow individually and as team as well. Leader selflessness has an effect on leader exhaustion. Similar sort of findings reviled by Vandenberghe et al., (2019) that there is an association between self-sacrifice and leader depletion³⁴. Moreover, Vohs, et al., (2014) also concluded a study with same comment that leader selflessness has an effect on leader exhaustion³⁵. The possible reason behind this could be the behavior of the leader once the leader sacrifices its own, which affects his team, which leads to create control on your own self, which effect directly or indirectly to the team. Leader selflessness has an effect on leader exhaustion. Wang, et al., (2021) concluded his study via commenting that there is a significant positive association between leader self-sacrifice and team effective communication³⁶. Same sort of finding reviled by Su et al., (2022) that there is a significant positive impact of leader self-sacrifice and team effective communication to the leader. The reason behind this could be the soft corner of co-worker, once they see their line manager scarifying for them they become open with their boss and start sharing the things with the manager openly³⁷. Leader selflessness has an effect on leader exhaustion with moderating role of leader competence. Leader competency strengthens the link between leader self-sacrifice and leader depletion more.

Similar findings that there is a substantial positive relationship between leader self-Sacrifice and leader exhaustion with the moderating function of leader competence were also rejected by Vohs, et al., (2014). This may be due to his team's willingness to win, according to him. With the moderating function of leader competency, there is no influence of leader self-sacrifice on leader

³³De Cremer, David, and Daan Van Knippenberg. "Leader self-sacrifice and leadership effectiveness: The moderating role of leader self-confidence." *Organizational behavior and human decision processes* 95, no. 2 (2004): 140-155.

³⁴Vandenberghe, Christian, Alexandra Panaccio, Kathleen Bentein, Karim Mignonac, Patrice Roussel, and Ahmed Khalil Ben Ayed. "Time-based differences in the effects of positive and negative affectivity on perceived supervisor support and organizational commitment among newcomers." *Journal of Organizational Behavior* 40, no. 3 (2019): 264-281.

³⁵Vohs, Kathleen D., Roy F. Baumeister, Brandon J. Schmeichel, Jean M. Twenge, Noelle M. Nelson, and Dianne M. Tice. "Making choices impairs subsequent self-control: a limited-resource account of decision making, self-regulation, and active initiative." (2014): 19.

³⁶Wang, I-An, Hung-Yu Tsai, Meng-Hsiu Lee, and Ren-Chang Ko. "The effect of work-family conflict on emotional exhaustion and job performance among service workers: The cross-level moderating effects of organizational reward and caring." *The International Journal of Human Resource Management* 32, no. 14 (2021): 3112-3133.

³⁷Su, Xiaofeng, Xiaoli Jiang, Guihua Xie, Meijiao Huang, and Anxin Xu. "How does self-sacrificial leadership foster knowledge sharing behavior in employees? Moral ownership, felt obligation and supervisor-subordinate guanxi." *Frontiers in Psychology* 13 (2022): 910707.

wellbeing. The unique result of the current study reveals that, when leader competence has a moderating role, there is no relationship between a leader's selflessness and their personal wellbeing. The reason behind this could be its not mandatory that if leader is competent and wellbeing with the team. Leader selflessness has an effect on leader exhaustion. The unique finding of the current study the output suggests that the moderating effect of a leader's skill ensures that selflessness has no negative effects on a leader's wellbeing. The reason behind this could be its not mandatory that if leader is competent and also wellbeing with the team.

CONCLUSION & RECOMMENDATIONS

In order to further examine the effects of leadership self-sacrifice, our research addresses the call for it in the literature on leadership own wellbeing. We also looked at the moderating role of leader competence with regard to team effective communication and leader exhaustion, and we extended and explained³⁸. Our research also examines the different effects of the frontrunner's self-sacrifice on the team and its motivation, as well as the inhibiting role of leadership in determining the influence of self-sacrifice on a leader and its impact on the leader's own wellbeing. These findings are discussed in relation to the social exchange and self-exhaustion theories. The leader's self-sacrifice has a good effect on teamwork through effective team connection with the leader, and it can lessen the negative impact of the leader's self-sacrifice on their job input through burnout.

Theoretical Implications

The current research has multiple theoretical contributions. Firstly, the current literature is deeply focused on leadership style and leadership own wellbeing. Likewise, leader self-sacrifice has an impact on leader depletion. Our study makes several theoretical advances. First off, the existing leadership literature has long placed varied amounts of emphasis on the positive effects of effective leadership on interpersonal relationships. For instance, service leaders offer opportunities for subordinates to develop and grow. In order to improve interpersonal relationships, leaders should empower subordinates to make decisions about their work and deal with follower growth. To make sure that leaders are effective leaders, however, few studies have looked at resource costs. For instance, transformational leaders must engage in emotional regulation to convey the desired emotions that may exhaust their regulating resources. Ethical leaders must adhere to organizational norms of ethical behavior. Although self-sacrifice is frequently present in these effective leadership philosophies, some research focuses on the particulars of self-sacrifice and how it functions.

The varied effects of unselfish behavior on team members are examined in current research at the team level. Leaders based on the self-exhaustion hypothesis and the social exchange theory. Secondly, leadership is identified as an important background factor, and its potential inhibitory effect on the effectiveness of manager self-sacrifice must be examined to expand current information. The outcomes upkeep the theory that selfless leadership is highly valued by competent executives and contributes greatly to the emotional interaction between team members

³⁸De Cremer, David, and Daan Van Knippenberg. "Leader self-sacrifice and leadership effectiveness: The moderating role of leader self-confidence." *Organizational behavior and human decision processes* 95, no. 2 (2004): 140-155.

and executives. In addition, for high-quality leaders, selfless behavior is less stressful and easier to manage, thereby reducing negative consequences. This investigation of situational factors can provide practitioners with useful suggestions to help them maximize the positive consequences of leader self-sacrifice. Follower-oriented. As far as we know, there is no work that simultaneously studies how result-centric leadership influences the attitudes and behaviors of target groups (such as team members) and stakeholders (such as executives). In terms of resources, this research encourages new leadership research, focusing on the process of "social exchange" (a team-oriented perspective) and the process of self-drainage (a leader's perspective). We have also developed an important leadership resource (such as leadership skills). To demonstrate how you can compensate for the loss of management resources, use this crucial background information.

Managerial Implications

The existing research offers few actionable insights for firms and leaders. Firstly, the firm should focus on team development and try to create positive culture, create a policy in which managers promotion will be awarded only when the team whom they are leading grows. The culture of selfless leadership will be in views very soon. Training is also very efficient way to groom the team. Firm should focus on arranging some training in which they are lectured how they can groom via grooming their team. Firms can motivate their trainers to behave appropriately and provide training by fostering social relationships such as self-sacrifice and team commitment Based on the leader's self-sacrifice and commitment to teamwork in social relationships, organizations can encourage leaders to behave appropriately, sacrifice, or provide training opportunities for communication skills. This improves the quality of communication and interaction and, in turn, increases the effectiveness of leadership. Helping leaders reduce the impact of selflessness. Organizations might, for instance, designate areas for managers to unwind in order to let them "charge up," or they can offer continuous training and exercises to help them develop their self-control. Limitations and recommendations for more study. This study has some limitations. For starters, the data comes from participants with various organizational roles.

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