

The Impact of Leadership Styles on Employees' Commitment in Higher Educational Context

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Abstract

The leadership is an important phenomenon that is widely recognized and researched in the context of educational institutions. However, this role is more critical in higher educational context due to its imperative role in the developmental process in both developed as well as developing countries. The leadership through different traits has been researched to have its significant influence of various individuals and organizational issues. In this connection, this study aimed at investigating the impact of leadership styles on employees' commitment in higher educational institutions context. From the faculty members, data was gathered and analyzed through statistical procedures to examine research hypothesis emerged from the theoretical framework about the association and impact between employees' commitment and leadership styles. Results offer valuable information that which style is more effective in determining and inspiring the employees' commitment. Some recommendations have been offered as emerged from the results of the study.

Keywords: Transactional Leadership, Transformational Leadership & Employees Commitment

Introduction

In contemporary research, different factors are widely researched those who are responsible for the upward and downward trends in the standing and ranking of the higher educational institutions. Some of these factors are surrounded around the individuals/ workforces while other are walled around institutions namely institutional impediments (Antonakis, Avolio & Sivasubramaniam, 2003). The employee main issues are mostly concerned with employees' motivation, psychological empowerment, the emotional intelligence, the work environment, job satisfaction, job stress, job performance, organizational commitment and loyalty, and the turnover intentions (Zhu, Chew & Spangler, 2005). However, organizational factors include leadership, organizational culture and justice, organizational productivity and performance, organizational politics, organizational health, organizational climate, and the organizational innovation (Limsila & Ogunlana, 2008). So, the leadership is only the foremost phenomenon who is responsible to cater lingering issues of employees and institution over its artistic attributes and traits, among which transactional and transformational styles of leadership are foremost (Mert Keskin & Bas, 2010).

The leaderships over transformational and transactional traits can comprehend the status quo and inspire the employees in sustaining the commitment and performance. In this drive, the transformational leadership is considered as most significant phenomenon in inspiring the employees through, inspiration, esteem and respect to attain assigned responsibilities wholeheartedly (Ojokuku, Odetayo & Sajuyigbe, 2012). Conversely, transactional leadership attain the same desired results through phenomenon of rewards and punishments where the employees are, rewarded for their respectable and punished when the assigned tasks are not attained as per the desired trend and standards (Ahmad, Majid & Zin, 2015). Both the leadership styles are responsible for the employees' commitment and performance through different dimensions in different situations and scopes (Dahie, Mohamed & Mohamed, 2017). Thus, the study aimed to examine the impact of transactional and

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transformational leaderships styles on commitment of employees in context of higher educational institutions that which style is more effective in determining the commitment of employees (Abasilim, Gberevbie & Osibanjo, 2019).

Problem Statement

This research study aims to determine employees’ commitment through leaderships styles (transformational & transactional) in higher institutions. In this connection, the study aimed to examine the association and cause-&-affect relationships amid the leadership styles and commitment of employees. This study is expected to offer new the insights about employees’ commitment and leadership to existing database of knowledge.

Literature Review

The existing literature provide enough evidence about the existence of relationships among the leadership styles and employees commitment in different context including educational setting. Still, there is a dire need to explore further the desired connection in different context to further explore above-said relationships (Antonakis, Avolio & Sivasubramaniam, 2003). The leadership and committed workforces are the main parameters and the dynamic forces responsible for smooth functioning of educational institutions including higher institutions (Zhu, Chew & Spangler, 2005). The leadership through diverse styles are always trying to overwhelm the situation at par to the desired standards where the style of transformational leadership is effective to inspire their workforces to show their highest performance and to nurture their commitment through inspirational motivation while the transactional leaders tries to inspire their employees through different packages of rewards and punishments (Hu & Zuo, 2007). Therefore, the leadership is most influential phenomenon in motivating the employees thereby nurturing their level of commitment.

The transformational leadership is dynamic in determining employees’ motivation and the ultimate commitment as these leaders are focused on the inspirational motivation where the leadership inspire their employees towards the task performances (Franke & Felfe, 2011). The leaders inspire the employees through “individualized consideration” wherein leader considered the desires and needs of the employees which in turn help them in augmenting the commitment level (Famakin & Abisuga, 2016). The leadership motivate their employees through “idealized influence” wherein leadership acts as the role model for their employees which in turn helps in growing their level of dedication and commitment. Leader encourages their employees through the effective attribute of intellectual stimulation where the leader tried to build the intellectual capabilities of their employees which eventually help them in fostering their attitude and behavior overwhelmed at the effective commitment (Abasilim, Gberevbie & Osibanjo, 2019). These are the main attributes of transformational leadership which are effective on making their employees as enthusiastic and committed which “lacks in transactional” leadership.

The transactional leadership always tried to inspire their employees through the miracle of rewards and punishment to motivate their employees to show their best performances. The employees who are able to attain their assigned tasks in stipulated timeframe are rewards as compared to those who are unable to attain their assigned tasks in required timeframe (Dale & Fox, 2008). The leader punishes those employees who are unable to meet their assigned tasks with the desired standards as the leader uses different tactics to force them to attain the desired tasks (Avolio, Zhu, Koh & Bhatia, 2004). The leader also uses different nature of rewards for those employees who are most effective in their task achievements by providing them the recognition in form of different packages. The transactional leaders are most efficient by showing their rigid behavior towards task completion and never comprise on performance (Akinbode & Fagbohunge, 2012). This leadership stimulate the workforces to show their efforts (wholehearted) to attain their assigned tasks within required standards and trends which ultimately help them in attaining their level of performance and motivation that results in improve commitment.

The employees’ commitment is the most effective factor for the institutional performance as the higher institutions need the motivated and committed employees to attain their desired standards (Clark, Hartline & Jones, 2009). The commitment and performance are building blocks for the organizations in achieving their desired ranking. The committed employees are considered as significant asset for the institutions to survive in the most competitive situations (Khasawneh, Omari & Abu-Tineh, 2012). The commitment and motivation are measured as effective parameters in

determining the institutional credibility and success. The workforces who are dedicated with their institutions are expected to sustain affiliations with concerned institutions in prolonged manners (Lam, O'Donnell & Dan Robertson, 2015). The commitment is also the foremost dynamic force that nurture the employees' behavior towards institutional objective most effectively. In this regard, among many institutional dynamic factors, the leadership is measured as the most effective factor in nurturing the employees' attitude and behavior (Abasilim, Gbervbie & Osibanjo, 2019) results in effective commitment that is vital for the institutions in achieving their desired standing and status in competitive environment.

Research Hypotheses

H1: There is positive & significant association between independent & dependent variables.

H2: The predicting variables have significant & positive impact on the criterion variable.

Research Methodology

The methods, procedure, tools and techniques have been offered in this section those which are imperative for conducting the research as without applying the required tools, the aims of study (objectives) cannot be achieved successfully (Saunders, Lewis & Thornhill, 2012). Therefore, the researcher applied all the required tools to attain the study objectives more systematically.

Design and Approach

The research design of this study is inferential and descriptive where the descriptive design was applied to describe research variable in terms of the data ("mean, standard deviation, minimum & maximum") responses and inferential design was applied to examine relations among the research variables (Kothari, 2004). Similarly, survey approach has been used to access the study population.

Participants and Sample

The faculty members of the selected higher institutions are the participants of study. There were total 3089 faculty members in the selected institutions. The sample was determined by using the formula (Yamani, 1967), which prove a sample of 354 was selected for the study. Therefore, 354 questionnaires were distributed among which 332 were recollected with the response rate of 93%.

Table 1 Sample-Size Determination

E	N	Sample Size
0.05	3089	354
Formula used $n = N/1 + Ne^2$	$n = 3089 / (1+3089 (0.0025))$ $n = 354.226$	354

Instrument and Measurement

The instrument was adapted from the existing research studies like for the leadership styles, the instrument was adapted from the study, Bass and Avid (1990), and for the employees' commitment, the instrument was adapted from the previous study Allen and Mayer (1990). The research variables have been measured through different items related with variables of the research study. A 7-point Likert Scale was used.

Data Collection and Analysis

The secondary data was collected over the different online databases containing different research articles related with the research topics while primary data was collected through the questionnaire which was analyzed by using diverse tools of statistics to "find the answers of the research" hypotheses (questions) and to reach the conclusion of the study so as to attain the objectives of research.

Data Analysis and Discussions

The data analysis is the significant most part of the research studies which offers the main results of the study to decide the relationships among the research variables. The descriptive as well as inferential analysis have been presented to present the information obtained over statistical procedure and to make study position clearer thereby validating and supporting through existing research studies.

Table 2 Reliability Statistics

S.No	Variables	Alpha Cronbach	Items
1	Transactional Leadership	.736	10
2	Transformational Leadership	.886	10
3	Employees Commitment	.787	10
4	Instrument	.898	30

The reliability was done through Cronbach Alpha statistics which provide enough evidence about the suitable internal consistency among the variables of research under consideration likewise the transformational leadership (.886), transactional leadership (.736), employees commitment (.787). as the above-mentioned values are above (.6), therefore it shows that the measures have acceptable reliability.

Table 3 Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Dev
Transformational Leadership	332	3.29	6.43	4.7767	.58727
Transactional Leadership	332	3.00	5.67	4.2935	.50695
Employees Commitment	332	3.10	6.42	4.7491	.53766
Valid N (listwise)	332				

The descriptive statistics provide the information in describing the variables of the research relating to sample size, response rate (maximum & minimum) about the items in measuring the research variables along with mean and standard deviations. Therefore, the descriptive statistics provide enough material in describing the research variables and now inferential tools need to apply to examine the relationships.

Table 4 Correlation Analysis

		Transformational Leadership	Transactional Leadership
Transformational Leadership	Pearson Correlation	1	.499**
	Sig. (2-tailed)		.000
	N	332	332
Transactional Leadership	Pearson Correlation	.499**	1
	Sig. (2-tailed)	.000	
	N	332	332
Employees Commitment	Pearson Correlation	.712**	.537**
	Sig. (2-tailed)	.000	.000
	N	332	332

**. Correlation is significant at the 0.01 level (2-tailed).

The correlation about the hypothesis # 1 shows the significant information in deciding the association among the research variables. The results in correlation shows that leadership style (transformational) is highly positively and significantly correlated with the employees' commitment (.712 & .000). Likewise, the transactional leadership style is correlated also to commitment of employees (.537 & .000). Consequently, the results of correlation confirmed that that leadership (transformational) is correlated highly with employees' commitment as likened to transactional leadership. The study results are maintained through the previous studies results wherein the leadership style (transformational) is effective most towards the employees' commitment and which shows the similar results in different contexts (Ahmad, Majid & Zin, 2015; Fasola, Adeyemi & Olowe, 2013; Mert, Keskin & Bas, 2010; Ojokuku, Odetayo & Sajuyigbe, 2012; Abasilim, Gbervbie & Osibanjo 2019). Therefore, the results of current study have been validated successfully through the results of the existing research studies.

Table 5 Regression Analysis (Model Summary)

Model	R	R Square	Adjusted R Square	Std. Error of Estimate
1	.714 ^a	.510	.507	.37769

Table 5a Regression Analysis (ANOVA)

	Model	Sum-Squares	df	Mean-Square	F	Sig.
1	Regression	48.753	2	24.377	170.882	.000 ^b
	Residual	46.932	329	.143		
	Total	95.686	331			

Table 5b Regression Analysis (Coefficients)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Err	Beta		
1	(Constant)	1.522	.188		8.082	.000
	Transformational Leadership	.602	.049	.658	12.180	.000
	Transactional Leadership	.081	.057	.077	1.422	.156

- a. Predictors: (Constant), Transformational Leadership, Transactional Leadership
- b. "Dependent Variable: Employees Commitment"

The regression procedure was used to determine impact of leadership styles on employees' commitment which was examine through hypothesis # 2. The results of regression show that 51% variation in employees' commitment (criterion) is as result of predicting variables (transactional & transformational) styles of leadership. The results from the coefficient of regression outcomes show that the leadership (transformational) has substantial effect on employees' commitment (.602 & .000). Though, results show that leadership (transactional) is insignificant in determining the employees' commitment (.081 & .156). There exist many studies which showed significant effect of leadership style (transformational) on employees' commitment as compared to transactional leadership. Therefore, the results of this study are validated through findings of the existing research studies (Dahie, Mohamed & Mohamed, 2017; Garg & Ramjee, 2013; Gcaza, Garande & Echezona, 2018; Mert, Keskin & Bas, 2010; Abasilim, Gbervbie & Osibanjo 2019). Thus, the results have been significantly validating through the previous research studies.

Conclusion

The present study aimed at examining the relationships between employees' commitment and leadership styles in "the context of higher education" institutions. The study results exposed that the faculty members in "higher education institutions" in Khyber Pakhtunkhwa are exposed more to transformational leadership behavior as the results showed that the leadership style (transformational) is significantly associated and have significant effect on the employees' commitment. Conversely, the transactional leadership is insignificant in the results which reveals that the transactional behavior in the higher institutions is not liked by the faculty members. Therefore, the results from the existing studies have been validated over the results of current study thereby recommending that leadership (transformational) behavior is popular more in the institutions. Consequently, the present study provided vital information and statistical evidence about the relationships among the research variables. Thus, it is resolute that leadership style (transformational) is more effective in determining employees' commitment in higher education context. Thus, some recommendations have been extracted from the conclusion of the study.

Recommendations

- ✓ The transformational leadership is effective most behavior of the leaders; therefore, it is recommended that the transformational behavior should be developed in the institutions to get the employees engaged and motivated.
- ✓ The transactional leadership is popular for rewards and punishments; therefore, it is recommended that the rewards and punishments should be commensurate with the efforts and potentials of the concerned employees.
- ✓ The institutions are required to be focused on the measures that are essentials for nurturing the employees' commitment. The leadership should be more focused on the employees' skills, commitment and performance.
- ✓ The future researchers while conducting their research studies are required to add some moderators as well as mediators in connecting the employees' commitment and leadership styles to get the desired tasks and objectives.

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