

IMPACT OF TRANSFORMATIONAL LEADERSHIP ON JOB PERFORMANCE WITH MEDIATING ROLE OF ORGANIZATIONAL POLITICS AND EMOTIONAL INTELLIGENCE

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ABSTRACT: *The dynamics of higher education institutions have changed strongly during the last decade in a determination to raise academic excellence and effectiveness. This has put new demands on those in leadership roles and the prerequisite for evidence of how to lead these changed organizations has expanded. The transformational leadership is a leadership model in light of vision and strengthening, intensifying employees' effectiveness and job performance, yet the usefulness of this model in the education sector has been questioned. The aim of this study is to expand the comprehension of transformational leadership process with regards to higher education institutions by examining factors that mediates when and why transformational leadership develops and is successful. In this regard, two mediating variable were carefully chosen namely the organizational politics and emotional intelligence to analyze its impact in between the transformational leadership and job performance of the employees in the context of higher education institutions.*

Keywords: Transformational Leadership, Job Performance, Mediation, HEIs

INTRODUCTION

In the case of higher education, there are new prospects of society from the universities to play prominent and catalytic role in the development by producing the professionals to the diverse sectors of economy [1]. The globalization and the connectivity at public level have made higher education a comprehensive issue because of fluctuating from national levels of competition to a global. This role demands apprising on several frontages like the leadership and the performance are the leading [2]. The employees in the higher education institutions must be eased to modernize their skills and knowledge, certified by sound increases in the economic packages, resources, respect and recognition for the employees to enhance their level of performance and the ultimate credibility of the institutional success [3]. In this regard, to enhance the job performance among employees, the ultimate obligation falls upon the shoulders of leadership and in present case, the transformational leadership [4]. In the same line, the mediators (organizational politics & emotional intelligence) can also play the intermediary role in relationship between the transformational leadership and job performance.

THE LITERATURE REVIEW

LEADERSHIP IN HIGHER EDUCATION

In building nations, the higher education assumes an indispensable part in the economic development and political familiarity with the realm. Academic leadership is the way to the achievement of educational standards and assumes an imperative part in overseeing nature of higher education [2]. Academic leadership gives a vision to adapt in the present circumstances and to achieve the universal models of higher education [5]. The literature reveals that there is solid relationship between the leadership role and nature of higher education. In the leadership background, the moral behavior of leaders truly matters for the landscape of learning and teaching progression [6]. Various researchers have considered leadership styles in various cultures, professions and hierarchical settings. Eventually, it was infrequently examined among the employees of higher education

institutions (universities) in Pakistan [7]. The same is the reason for this study to highlight the issues confronted by the academic leadership to deal with the nature of higher educational institutions in Pakistan.

TRANSFORMATIONAL LEADERSHIP

The transformational leadership based upon vision and solidification that has shown a beneficial effect on both job performance and employee behaviors and quality [8]. Despite the fact that transformational leadership has been the leading focus of contemporary leadership research, and although valuable outcomes of transformational leadership have been built up, shockingly little is known of the procedure of transformational leadership, for example, the route in which its development and viability is impacted by setting [9]. The information of concealed is the mental procedures, instruments and conditions through which transformational leaders impact their followers behaviors and practices is vital, as it adds to a superior comprehension of why transformational leadership is powerful and a more striking capacity to foresee when transformational leadership practices rise and are viable [3]. Finally, this calls for further analysis of the transformational leadership generally and in wide-ranging area linking particularly in the higher education as for the job performance of the employees [4].

THE JOB PERFORMANCE

The job performance of employees originates from individual drives and values having unseen roots to organizational standards and figure-out the rationality for which institutions are exists [10]. The performance is a multidimensional construct and play vital role in institutional success. The performance is the accomplished results of activities with skills of employees which are executed in diverse situation. Numerous researchers argued that employee performance is the participation and contribution made by the individuals in the success of institutional objectives [11]. The perfection in the overall academic performance in higher education institutions, involves the desire to lay the foundations of transformation and development and providing basics of excellence and creativity by enhancing the level of job

performance [4]. The related literature highlighted the issues that performed the intermediary role in between the transformational leadership and job performance. Among these, the most important are the organizational politics and the emotional intelligence.

THE MEDIATION (MEDIATORS)

THE ORGANIZATIONAL POLITICS

The organizational politics has been explained by researchers through different approaches as the background of the performance in the organization. The vast majority of these studies, and others, have depended on the meaning of organizational politics as conduct deliberately intended to augment self-interests and in this manner in struggle with the aggregate organizational objectives and the interests of different people [2]. This point of view mirrors a by and large negative picture of working environment politics according to most association individuals [12]. The related literature revealed that both the transformational leadership and organizational politics are essential predecessors that may influence the job performance among the employees [13]. This study proposes two mediating models for the relationship among transformational leadership and job performance. The study hopes to add to knowledge here by looking at the relationship between transformational leadership and employees' performance and competing that organizational politics and emotional intelligence mediates in this relationship.

THE EMOTIONAL INTELLIGENCE

The most recent studies validates that emotional intelligence is a general element which transforms people into leaders, powerful supervisors and pays the way towards lifted performance. Emotional intelligence capacities generally identify with uncertain, manage and use feelings [14]. Exactly what somebody is talking about that emotional intelligence implies information of your own and others'

sentiments, distinguishing proof of sentiments and feelings controlling them and relating to others. This is going on both inside and outside the formal and casual organizations working around [15]. Emotional intelligence is the idea that exemplifies human abilities of inspiration, discretion, compassion, mindfulness and mastery seeing someone [11]. Emotional intelligence sees human intelligence by growing to evaluate general intelligence of a person. People having better emotional clever for the most part ready to oversee social relationship, show leadership aptitudes and their job performance are huge [16].

THE DEMOGRAPHICS

In the social sciences, the demographics identify with the individual traits those which are combined with a person. The studies reveals that in the HEIs, the components like age, experience and sex has positive effect upon the leadership and job performance [17]. Then again, designation and qualifications generally influence contrarily on the level of performance. The life span of the expert vocation in certain foundation creates the emotional connection characteristically and inspires them to perform [18]. Thus, the writing developed from the same enumeration gives the premise to dissecting distinctive variables, both independent and dependent those which decide the most reasonable leadership style and the level of performance [19]. In this research the department, designation, qualification, gender, experience and age are the demographic variables which will be discussed categorically in the empirical analysis to elaborate the impact upon the independent variable (transformational leadership), dependent variable (job performance) and mediating variables (organizational politics & emotional intelligence).

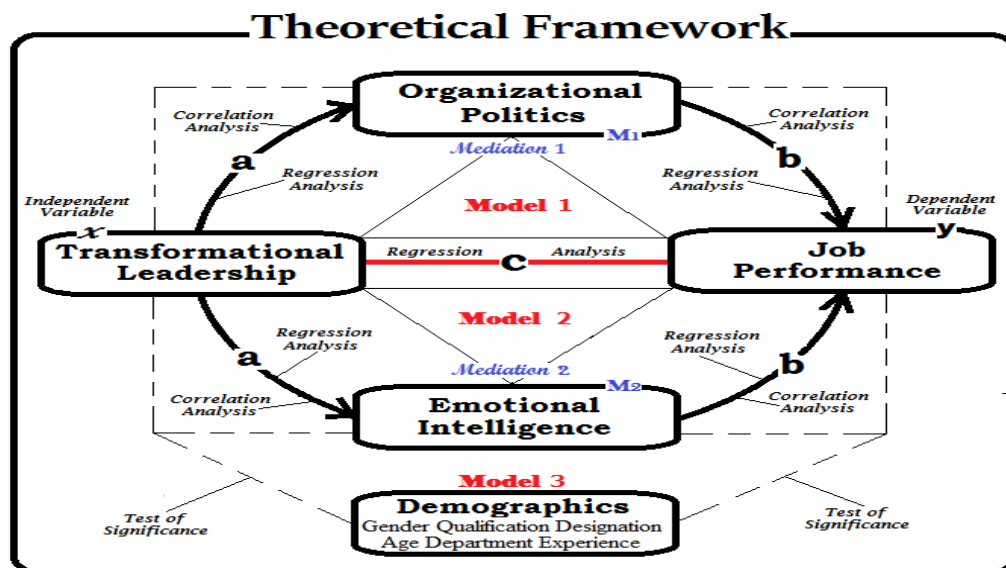


Figure # 1 Schematic Diagram of the Theoretical Framework

DISCUSSIONS

The prevailing literature provides a sound material to develop a theory that what is occurring in the field of leadership and job performance in the higher education institutions. It provides the available data in two dimensions. One part is related to the transformational leadership and job performance with mediating role of organizational politics while the second part is related with the transformational leadership and job performance with mediating role of emotional intelligence. The current study analyzed the combined mediating role of both the organizational politics and emotional intelligence on the relationship between the transformational leadership and the job performance which is the novelty of the current study. The current study provided comprehensive information regarding the independent variable (transformational leadership), dependent variable (job performance) and the mediating variables (organizational politics and emotional intelligence) in the context of higher educational institutions.

The new part of leadership that calls the researchers because of its inspiration which creating the sentiment scarifies among the employees is recognized as transformational leadership. Transformational leadership, alone has been focused for the most part by dynamic researchers as of late and connected to performance among individuals [20]. The transformational leadership is characterized as affecting and driving followers toward objectives to perform beyond the expectations. However, regardless of this sort of leadership's hypothetical vastness few studies concentrate on the individual typical increase and performance [8]. The transformational leadership has its starting point in light of individual qualities like reasonableness and veracity. The transformational pioneer is a motivational leadership further arranged into individual thought, scholarly incitement and appeal, in this way transformational leader drives the employees towards higher [9]. The transformational leadership is really the conduct of pioneer which works upon the feeling of representatives, making sentiment accomplishing bunch objectives creating most extreme results and emotional connection of individuals to each other [3].

Organizations for surviving and thriving in an aggressive world are forced to center a striking piece of their undertakings on procedures and capacities that assume a key part in refining their performance [21]. In the present framework, change of individual and organizational performance is one of the real objectives of any live and dynamic association. The employees' performance is defined as the summary of behaviors of the individual which donates to the success of institutional goals [10]. Today, for improving employee performance, the researchers count many factors. Some of them include leadership, relationships with colleagues, physical conditions of work, wages, job security, promotion, personality factors, supervision, personal characteristics, equality, organizational structure and organizational commitment [22]. Certainly, there is a critical need to upgrade the performance of the academicians, then an interruption of a nature to bring about the adjustment in college education and enhancing the nature of scholarly

performance, through the appropriation of systems to enhance the performance of the foundation [4].

The most relevant literature proposes the relationship between transformational leadership, organizational politics and employees' performance. The writing looks at the view of organizational politics as a mediator in the relationship between transformational leadership and performance [14]. The literature revealed that it is the leader obligation to make an organizational air that is complementary, reasonable, and satisfies the desires and needs of the people and the administrative unit, and also the association all in all [2]. An adjusted relationship amongst leaders and individuals is vital, and the reasonable treatment of the individual must be progressed as an organizational system. Improving reasonable social trade relations may diminish the level of organizational politics and emphatically impact the performance [12]. The literature also revealed that the leader conduct influences worker job recognitions, which then influence representative behaviors towards the job and performance. Along these lines, representatives' view of the work environment, for example, impression of politics might be mediator amongst leadership and performance [23].

Other than transformational leader with more noteworthy emotional intelligence will be the more compelling leaders. The literature recommends that emotional intelligence assumes a critical part in leadership viability and suggests that the capacity to comprehend and oversee states of mind and feelings in oneself and in others hypothetically adds to the adequacy of pioneers towards hoisted job performance [24]. Various researchers contend that emotional intelligence is a prerequisite for effective leadership. They assist proposed that pioneers high in emotional intelligence will have the capacity to utilize positive feelings to imagine real upgrades to the working of an organization [15]. Predominant levels of emotional intelligence permit pioneers to make a commonly concurred set of qualities to encourage the improvement of employee potential in the organization [11]. Also, leaders who display a raised level of emotional intelligence are prone to make a reasonable setting in which their subordinates are engaged to convey prevalent performance. The literature further revealed that emotionally insightful leaders would be more compelling in accomplishing higher levels of worker performance than pioneers lacking emotional intelligence [16].

CONCLUSION

Leadership is the theme with an inconceivable offer as the greater part of the general population are directly or indirectly, consciously or unknowingly, involved during the time spent being impacted or affecting others in the part of leadership. Leadership is one of the world's most established and most topical issues. The significance of respectable leadership in delivering what is required for an organization is acknowledged certainly, from corporate ventures to educational institutions. Transformational leader give support to its employees with the expectations to deliver most extreme, and making sentiment enthuses among them to be successes. Leadership has become to be one of the fastest rising fields in higher education. The change of academic

performance in higher education institutions includes the craving to establish the frameworks of improvement and modernization and giving components of inventiveness and brilliance in a universe of accelerating the results of the human personality. Various studies revealed the impact of leadership which is by and large sorted as a responsive view which characterizes the success in academic performance. The related literature revealed that organizational politics and emotional intelligence play overwhelming role in the relationship between transformational leadership and job performance in the higher education institutions.

The present study was an attempt to analyze the impact of leadership especially the transformational leadership on the job performance of the employees in the context of higher educational institutions. There were other factors which play the intermediary/mediating role in the relationship between transformational leadership and job performance of the employees. The literature revealed that job performance is the only prerequisite for the success of these institutions. Similarly, the leadership can also play a significant role in boosting/ augmenting the level of job performance. In this regard, the most important factors are the organizational politics and the emotional intelligence which were discussed and analyzed in the present study. In the same line, the personal attributes namely the demographics may also play an important role with respect to leadership and the job performance of the employees. These concepts can play an important role in uplifting the academic standards in the higher educational institutions.

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