

# EXPLORING THE RELATIONSHIP BETWEEN LEADERSHIP STYLES AND ORGANIZATIONAL COMMITMENT WITH MEDIATING BEHAVIOUR OF MOTIVATION

<sup>1</sup>Muhammad Saqib Khan & <sup>2</sup>Siraj-ud-Din

<sup>1</sup>Department of Management Sciences, Khushal Khan Khattak University, Karak

<sup>2</sup>Department of Management Sciences, Khushal Khan Khattak University, Karak, Pakistan

Contact: Muhammad Saqib Khan

Email: [saqiblecturer@gmail.com](mailto:saqiblecturer@gmail.com)

Ph. # 0335-9173632

**ABSTRACT:** Leadership and the different associated styles have an immense impact on how employees perform and grow towards progressive organizational outcomes. The purpose of this study is to investigate the impact of leadership styles on the organizational commitment with mediating behavior of motivation. For ages, leadership has been a subject of much reflection and how the different style of leadership induces different responses from the followers. In educational context, the dynamics of two entities, the “leader and the led” play a key role in shaping the fortune of the institutions. The study followed the positivist paradigm which provided an objective reality against which claims were compared and truth was ascertained. The present study is a review of the existing literature and aims to determine the design which can predict the phenomenon (organizational commitment) through the leadership styles and the mediated behavior of motivation. In this regard, the researcher, desire to investigate the role of above said phenomenon with respect to academicians in the context of higher educational institutions.

**Keywords:** Leadership Styles, Organizational Commitment, Mediation through Motivation

## INTRODUCTION

The aim of current study is to theoretically examine the effect of leadership style such as transformational and transactional on the organization commitment with the moderating behavior of motivation. In the past twenty years literature, transformational leadership has been broadly studied by leadership researchers and has been found positively associated with the organizational outcomes such as performance, motivation, organizational commitment and job satisfaction [1]. In the contemporary situation, the need for the effective leadership behavior has become more precarious than ever. The relevant literature revealed that transformational leaders’ backing is appeared to be a vital factor in stimulating the effectiveness of the organization, though, to what extend this is true especially in the context of public sector higher educational institutions (universities). Thus, this study is an attempt to examine the association between leadership behavior and its escalation effects on the level of commitment among the academics in the higher educational institution.

Leadership is a theme with a wide appeal as a large portion of the general population is intentionally or unintentionally involved during the time spent being impacted or affecting others in the role of leadership. People are constantly inspired by knowing the parts that add to making a normal individual as an extraordinary leader [2]. There are different types of leadership styles in the accessible and available literature. Though, in the present study, two leadership styles (transformational and transactional authority) will be used to analyze its role in defining the level of commitment. In the same line, with respect to leadership, the part of motivational behavior is additionally significant to shape the behavior in boosting their level of performance. A transactional leader may rouse a sensible level of inclusion, inspiration, faithfulness and commitment towards the subordinates. Then again, the transformational leadership shows up when a leader guarantees that devotees are deliberately mindful of

the significance of sharing hierarchical objectives and qualities [3].

There has been an expansion in the quantity of public and private educational institutions in Pakistan. The educational institutions in the country are presently confronting incomparable difficulties and constant technological and structural changes, as they endeavor to meet the human resource demands from different industries. Learning, abilities and skills obtained through the procedure of education have contributed in discovering answers for man's issues. In such manner, the initiative has for the most part been considered by different academicians and professionals as the top most significant theme in educational institutions [4]. In the same line, the authority in the higher education is confronting more difficulties in making its representatives spurred and focused on the foundation. Successful “leadership assumes a fundamental part in each area and additionally educational segment through change as this regularly includes vagueness, instability and jeopardies. Where there is poor leadership, individuals might be hesitant to change as they view change” as a danger as opposed to a chance to their inclination [5].

## THE LIERATURE REVIEW

Educational institutions are critical spots where the cutting edge is advanced and academic leaders endure an overwhelming weight of obligation regarding their institutions. Leaders in educational institutions are the proportional as leaders in different sector and of course face test of holding the objectives of the institutions. Leadership is a process of advancing and serving instructors and learners to work energetically toward acknowledgment of instructive destinations [2]. The leadership styles and organizational commitment appears to go as one satisfying their parts and capacities towards academicians' performance as they consented to different leadership styles and show different conduct designs (motivation). It is basic in educational organization as a result of its far getting impacts on the

achievement of institutional targets and fulfillment of educational objectives [6]. The empowerment is another part of academicians' discernments to their profession. It alludes to proficient development, proficient admiration, self-sufficiency, self-adequacy, effect and inclusion in choices that specifically influence their performance.

### **The Leadership Styles**

The word leadership has been depicted as concerns to the position, identity, obligation, impact procedure and an instrument to accomplish the objectives. Leadership is an imperative capacity of administration which amplifies effectiveness and to accomplish organizational objectives [7]. Most definitions have a typical topic of coordinating a gathering towards an objective. In this way, the leadership can be extensively characterized as the association between an individual and a group constructed around some normal interest where the group acts in a way coordinated or dictated by the leader. The leaders can impact the behavior of their followers through the utilization of diverse styles or methodologies to control others [8]. For as long as three decades, a couple of overwhelming leadership styles (transformational and transactional leadership) has gotten a lot of consideration. The available literature summarizes the leadership factors that includes "idealized influence, individualized consideration, inspirational motivation, intellectual stimulation, management-by-exception, contingent reward and laissez-faire" [9].

### **Transformational Leadership**

Transformational leadership one of the leadership style that "leaders roused employees to rise above employees self-interests for the benefit of the organization, develop the employees motivation, convictions, observations, level of their ethics and coalition with the objectives of the organization" [10]. Another one proposed that transformational leaders raised employees' understanding of the connotation of organizational yields and changed employees' close to home estimations to be agreeing with the gathering target or mission of the organization [7]. The employees of transformational leaders will believe the affection, dedication and appreciation to the leaders and the employees will vivacious to perform additional part practices [11]. The literature revealed that "transformational leadership had four key parts: idealized influence, inspirational motivation, intellectual stimulation and individualized consideration" [12]. Initially, idealized influence was refers to the alluring activities of the leader, whereby people rise above their self-enthusiasm for the advantage of the organization and build up an aggregate feeling of commitment and motivation [9].

### **Transactional Leadership**

The related literature revealed that value-based leadership make the premise for connections amongst leaders and devotees as indicated by determining desires, illuminating obligations and giving acknowledgment and rewards keeping in mind the end goal to accomplish the normal performance. The value-based leadership likewise implied that adherents concur with, acknowledge, or agree from the leader in return for recognition, rewards, and assets or keeping in mind the

end goal to stay away from disciplinary activity [7]. After rewards and acknowledgment to give the supporters, can make the followers to do their parts effectively and assignments. Value-based leaders elucidate employees' part and errand needs utilize oversee by special case and give unforeseen rewards to meet employees' satisfaction [12]. The literature additionally revealed that unexpected reward has been observed to be really proficient to accomplish larger amounts of advancement and performance. Unexpected reward which is clarified needs obviously, have a performance objectives and utilizing impetuses to influence employees' conduct [13].

### **The Motivational Behavior (Mediator)**

Motivation is the main impetus in seeking after and fulfilling requirements of the people. It is anything that influences conduct in seeking after a specific result. Motivation is likewise characterized as the procedure that records for an individual's energy, bearing and ingenuity of exertion toward accomplishing an objective, which means the aftereffect of the connection between an individual and a circumstance [14]. Intrinsic motivation is directed by individual happiness, interest, delight and it includes the performance of a movement for the innate fulfillment of an action. Extrinsic motivation alludes to accomplishing something on the grounds that it is inalienably empowering and agreeable [15]. The literature revealed that the key components adding to worker motivation are employees' needs, working environment, obligations, supervision, reasonableness and value, exertion, representative's improvement and input and rewarding. Thankfulness runs with positive criticism; verbal applause can enhance amazingly the motivation of employees [16]. The literature also revealed that rewards lead to larger amount of motivation come full circle at the raised performance.

The motivation is the power following up on or inside a person that causes the individual to carry on in a particular and objective coordinated way. Motivating employees towards a reliable behavior in an objective arranged way is vital for using the maximum capacity of employees in order to guarantee quality yield and fruitful organizational results. The basic need to acknowledge, fathom and guarantee representative motivation has turned into a central sympathy toward institutions and leaders since worker motivation has been and will be the integral component in work performance, achievement or disappointment of the institutions [17]. The writing uncovered that an essential "segment of fruitful administration is the capacity to influence others. All things considered, conferred employees are more roused and devoted towards meeting and accomplishing organizational objectives". Motivation is a subroutine which starts with a physiological or mental surrender or needs or need that begin a way of acting that is wanted to fulfill an objective or goal [18].

### **The Organizational Commitment**

Organizational commitment is a critical idea with regards to management and behavioral sciences. Employees who are committed are required to be faithful to the organization and they are relied upon to feel the significance of its qualities

objectives and mission. Commitment could be grouped into three components; a solid conviction and acknowledgment of the organizational objectives and qualities, an ability to apply impressive exertion in the interest of the organization and a definite longing to sustain the organizational membership [19]. Consistently, the organizational commitment is a phenomenon of association to an organization through shared qualities, a longing to fit in with an organization and ability to apply exertion for its sake and it was likewise characterized regarding the qualities of an individual recognizable resilient and insertion in a particular organization [20]. In any case, “organizational commitment can be categorized into three dimensions as; affective commitment, continuance commitment and normative commitment”.

On other side, the behavioral methodology, commitment can be perspectives as being absolutely instrumental and not psychosomatic. The hypothesis of this methodology is that the workforce holds their relationship with an institution as an aftereffect of the apparent expense of clearing out [21]. The individual is seen to stay and work with an institution because of the speculations which tie a person to the institution; along these lines, individual get to be committed to institution. Despite that, as opposed to the above, the employees are more stressed over the monetary, advancement and less intrigued by research, working, showing and information creation [22]. The new passageway of the people, once enter in an institutional settings, are relied upon to use their insight and aptitudes to achieve the institutional objectives. To understand these closures in the path by improving likelihood of expanded commitment to the institution, it is seen that the educational institutions would encourage the academicians [23].

#### **The Leadership and Organizational Commitment**

The related literature revealed that “one organizational variable that is viewed as a key determinant of organizational commitment is leadership”. The transformational leadership relates basically with the organizational commitment [24]. Contrary, “transactional leadership does not have prominent relationship with organizational commitment. On the other hand, the transformational leadership has moderate positive association with the full of feeling commitment” [1]. Lower association coefficients between transformational leadership and regularizing and continuation commitment were furthermore found. Transformational leadership increases trust, commitment and group adequacy [2]. The literature indicated that transformational leaders can influence workers' organizational “commitment by promoting higher levels of intrinsic quality connected with creating a higher level of individual commitment with respect to the leader and followers to a typical vision, mission, and organizational objectives” [5]. It is normal that leaders' showing of strong conduct towards their followers may influence the feeling of obligation of the adherent's to remain focused on the institution.

#### **The Leadership and Motivation**

The success of each institution relies on upon its employees' drive to flourish through their endeavors, commitment, engagement, practice and ingenuity. In this way, motivation

is a vital subject since leadership skills incorporate the capacity to spur employees as one of their vital obligations [25]. The nature of pioneer's association with a representative is the most intense component of worker motivation. It makes an expert, positive and aware demeanor and employees will probably embrace a comparative methodology with their companions and appreciate work [26]. Plainly the administration and leadership styles that are received by a business and its administration will have a deciding impact on the motivation level, the resolve and the commitment of the employees [17]. In the studies on leadership style, motivation and commitment in higher instructive institutions, various specialists found that distinctive leadership styles influence the motivation. A transformational leadership conduct called inspirational motivation has been exactly connected to a scope of results, for example, additional exertion, moral conduct, learning introduction and motivational conduct [18].

#### **The Organizational Commitment and Motivation**

The commitment and motivation are described and how they are related to each other according to previous research. Furthermore, it gives an insight on how these concepts are being referred to throughout this study and which approach is taken in line with previous research [26]. Motivation can be seen as a coin with two opposite sides, on the one side there is intrinsic motivation and on the other side there is extrinsic motivation. Productive examination in the region of connections between work motivation and organizational commitment has been directed in the course of recent years [13]. Keeping in mind the end goal to expand employees' work motivation and commitment, leaders ought to allow them testing errand with extra obligation and power. However, there is a lack of exploration spotlight on connections between characteristic motivation and organizational commitment in universities academics [15]. Despite what might be expected, the writing uncovered that commitment is one part of motivation and is critical that they pick up a superior understanding of two procedures themselves and of work environment conduct by coordinating hypotheses of commitment and motivation [23].

#### **The Leadership, Motivation and Commitment**

The key influencers for organizational viability are leadership and representative motivation. Leadership style broadly influences representative's commitment and devotion. Various particular presumptions with respect to staff performance are should have been considered while using the whole wonder [27]. These presumptions are as per the following; conduct is controlled by a mix of powers in the individual and powers on the earth, individuals settle on choices about their own conduct in associations and diverse individuals have distinctive sorts of requirements, wishes and objectives which can influence performance [25]. So as to expand employees' work motivation and commitment, leaders ought to give them testing undertaking with extra obligation and power. This at last, will build their employment performance inside the association [28]. This examination has expounded different motivational variables that are persuasive to college educators for their work viability in

improving their commitment and extreme performance so as to build the institutional adequacy [23].

### The Demographic Impacts

The attributes of the employee/manager/leader include; gender, age, educational level, designation, experience/tenure, domicile, marital status and department/institution. The literature revealed that gender has just a little impact on transformational and transactional leadership conduct; however the interaction of gender and education created reliable contrasts in employees' reviews of leadership practices [11]. However, a greater number of individuals favor male than female supervisors and it is more troublesome for females than men to wind up leaders and to succeed in male-dominated leadership situations [21]. In a few studies, it was accounted for that demographic variables, for example, gender, age, experience and professional status significantly affect employees' commitment towards their institutions and on employees view about the leadership style [27].

approach to make higher level of motivation and organizational commitment of employees [10]. The study found that if leader encourage employees innovative thinking, invests energy to show and support them, consider their own feelings before implementing a decision, assists them with developing their qualities, it will increase the level of motivation and commitment to the institutions [13].

The findings underline the importance of relationships between leadership and the employees' commitment because these findings are also supported by similar studies which have shown that leadership and commitment to be important factors in terms of employee motivation [17; 20; 23]. These outcomes are "steady with past studies demonstrating the noteworthy positive influence of transformational leadership components on motivation. This finding is "predictable with some past studies which found that conveying on the guarantee" of an unexpected reward affects representative motivation" [26]. The instruments used to decide the effect and the discoveries acquired, obviously demonstrates that by giving sufficient honing, coaching, consolation, supporting workplace, feeling of admiration and trust in employees' capacity, the leaders can build representative motivation. The transformational leadership has been found to be positively related to organizational commitment and work motivation [27]. Therefore the result confirms the earlier studies and definitions of transformational leadership style too and also indicated that the majority of the respondents viewed their heads as transformational.

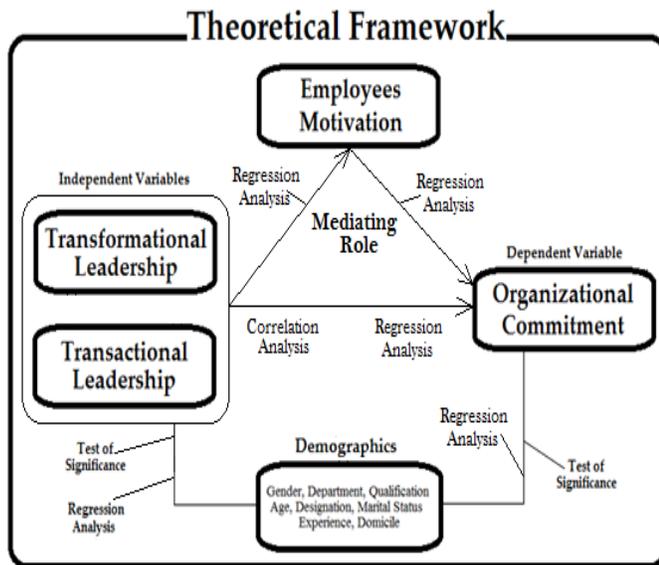


Figure 1 Schematic Diagram of the Theoretical Framework

### DISCUSSIONS

A large number of studies have substantiated experimental results about leadership styles and the dimensions of organizational commitment but relatively, little work was found in which the motivation was used as a mediator in the HEIs of developing countries like Pakistan. The literature revealed that transformational leadership has positive relationship with organizational commitment while lower association a coefficient between transformational leadership and organizational commitment was also exposed [7]. The efficiency and performance of an institution rely upon the professional success and commitment level of its workforces and accompany to growing returns. Transformational leadership, an approach of enhanced interpersonal relationship in between the leader and the subordinate, and an

### CONCLUSION

The point of this research was fundamentally to determine the effect of leadership styles on representative organizational commitment and motivation. The findings demonstrated a positive relationship between leadership styles organizational commitment and motivation. Given this one may presume that feasible leaders can definitely influence trust and meaning within followers and in turn so inspire them to be willing to remain in the association and feel some portion of it. The issues of academics in professions with elevated amounts of occupation disappointment and work anxiety ought to be tended to all the more proactively and viably, particularly where youthful academics are concerned. This feels emphatically that, ought to such issues not be tended to; excellent academics will no doubt "increasingly be lost for higher education and its institutions". In the event that "this institution does not take notice of the above and so continues to lose academics, its national and international image and its" upper hand and the capacity to produce new information in a particular field may be antagonistically influenced. The point of this "work was to study of the relationship between leadership styles and organizational commitment dimensions. Firstly, the contemporary leadership literature was examined and the two styles: transformational and transactional were point by point". Also, our literature study concentrated on organizational commitment related to "its three dimensions affective commitment, continuance commitment and normative commitment. The consideration was engaged then on showing the significance of the

leadership practices in influencing worker commitment by diverse ways". Transformational leadership style decidedly "identifies with affective commitment and in the meantime to continuance commitment, implying that the management must be mindful of the leadership styles on worker commitment". General "findings from this study recommend that transformational and transactional leadership practices do assume critical parts in determining levels of affective commitment, continuance commitment and normative" commitment. It is trusted this study would have included quality to the literatures leadership styles, particularly in the Pakistan since there were constrained literatures done on comparable setting. In this regard, the motivation also shows the "significant relationship between leadership styles and organizational commitment".

### Recommendations for Future Research

1. It might be useful to study the same institutions after the overall study of the higher education institutions of Pakistan. That way, any changes in organizational commitment and motivation could be determined.
2. Studying the relationship between leadership conduct and organizational commitment in other geographic ranges may be significant. It is intriguing to take in whether academicians from higher instructive institutional of Pakistan show pretty much of these transformational and transactional leadership practices. Such a study would be particularly fascinating, because of better economic situations.
3. Future exploration ought to expand this study into the administration business, so that administration situated organizations could profit by the discoveries also.
4. Employees' strengthening could be examined as a directing variable in future exploration. Contemplates that explore the relationship amongst leadership and organizational commitment or motivation. It would imperative to concentrate on whether motivational conduct influences the relationship between leadership practices and commitment.

### REFERENCES

- [1]. Mert, I. S., Keskin, N., & Bas, T. Leadership style and organizational commitment: Test of a theory in Turkish Banking Sector. *Journal of Academic Research in Economics*, 2 (1), 1-20. (2010)
- [2]. Rehman, S. U., Mansoor, M., & Bilal, R. U. The impact of leadership styles on organizational commitment at work place. *Arabian Journal of Business and Management Review*.1 (12): 26-42. (2012)
- [3]. Clinebell, S., Skudienė, V., Trijonyte, R., Reardon, J. Impact of Leadership Styles on Employee Organizational Commitment. The Clute Institute. *International Academic Conference Paris*, France. (2013).
- [4]. Ada, J. N., Bua, F. Ogbaji, S. The Teacher Factor: A Major Challenge in the Management of Education for Environmental Security. *Research on Humanities and Social Sciences*, 5 (2): 193-197. (2014).
- [5]. Abdul, A. B., & Fatimah, M. O. The Effect of the Transformational Leadership on the Elements of Human Capital in the Jordanian Communication Sector. *European Journal of Business and Management*, 7 (6): 96-105. (2015).
- [6]. Ali, Y. S., & Mohamud, A. D. Leadership Style and Teacher Job Satisfaction: Empirical Survey from Secondary Schools in Somalia. *Research on Humanities and Social Sciences*, 5 (8), p- 84-96. (2015).
- [7]. Bass, B. M., & Avolio, B. J. The implications of transactional and transformational leadership for individual, team, and organizational development. *Research in Organizational Change and Development*, 4: 231-272. (1990).
- [8]. Yousef, D. A. Organizational commitment: a mediator of the relationships of leadership behavior with job satisfaction and performance in a non-western country. *Journal of Managerial Psychology*, 15(1): 6-24. (2000).
- [9]. Avolio, B. J., & Bass, B. M. *MLQ Manual*, Mind Garden, Inc. (2004).
- [10]. Burns, J. M. *Leadership*. Harper & Row, New York. (1978).
- [11]. Yammarino, F. J. CEO charismatic leadership: Levels-of-management and levels-of analysis effects. *Academy of Management Review*, 24, 266-286. (1999).
- [12]. Goodwin, V. L., Wofford, J. C., & Whittington, J. L. A theoretical and empirical extension to the transformational leadership construct. *Journal of Organizational Behavior*, (22), 759-774. (2001).
- [13]. Hayward, Q., Goss, M., & Tolmay, R. The relationship between transformational and transactional leadership and employee commitment. *Grahamstown: Rhodes University, Business Report*. (2004).
- [14]. Ryan, R. M., & Deci, E. L. Self-determination theory and the facilitation of intrinsic motivation, social development, and well-being. *American Psychologist*, 55 (1), 219-234. (2000b).
- [15]. Steers, R. M., Mowday, R. T., & Shapiro, D. L. The Future of Work Motivation Theory. *Academy of Management Review*, 15(4), 337-351. (2004).
- [16]. Nohria, N., Groysberg, B., & Lee, L. E. Employee Motivation: A Powerful New Model. *Harvard Business Review*, 1-8. (2008).
- [17]. Gopal, R., & Chowdhury, R. Leadership styles and employee motivation: An empirical investigation in a leading oil company in India. *International Journal of Research in Business Management*, 2 (5), 1-10. (2014).
- [18]. Khuong, M., & Hoang, D. The effects of leadership styles on employee motivation in auditing companies in Ho Chi Minh City. *International Journal of Trade, Economics and Finance*, 6 (4), 210-217. (2015).
- [19]. Adnan R., & Mubarak H. R. Role of transformational and transactional leadership on job satisfaction and career satisfaction, *journal of BEH-Business and Economic Horizons*, 1(1), 29-38. (2008).
- [20]. Balassiano, M. & Salles, D. Perceptions of Equity and Justice and Their Implications on Affective

- Organizational Commitment, Brazil. BAR, Rio de Janeiro. 9(3): 268-286. (2012).
- [21]. Saqib, M. K., Irfan, U. K., Kundi, G. M., Farhat, U. K., Naseem, B. Y. Determining the impact of Job satisfaction and Organizational commitment on ITL among the Teachers of HEIs in the Developing countries. *Industrial Engineering Letters*, 4 (4), p- 53-60. (2014).
- [22]. Irfan, U. K., Nawaz, A., Farhat, U. K., Saqib, K., Bakht, Y. A. The Academician's commitment in the Higher Education Institutions of the Developing Countries like Pakistan: Its Perspectives. *Journal of Economics and Sustainable Development*, 5 (13), P- 82-87. (2014).
- [23]. Ibrahim, M., & Iqbal, M. Teachers' Perceptions of Professional Commitment (Affective, Continuance and Normative Commitment) to Teaching Profession. *European Journal of Business and Management*, .7 (10), p- 64-80. (2015).
- [24]. Chiun, L. Ramayah, T. & Wei, H. M. Leadership styles and organizational commitment: a test on Malaysia manufacturing industry. *African Journal of Marketing Management*, 1(6): 133-139. (2009).
- [25]. Laurie E. P. & -Wilmington, B. Transformational Leadership and Public Service Motivation: Driving Individual and Organizational Performance. *Public Administration Review*, 70 (5), 710-718. (2010).
- [26]. Darolia, C. R., Kumari, P., & Darolia, S. Perceived organizational support, work motivation and organizational commitment as determinants of job performance. *Journal of the Indian Academy of Applied Psychology*, 36 (1), 69-78. (2010).
- [27]. Rudy, A., Maria, F. The Role of Government Assistance to Generate Competitive Leadership, Commitment, Motivation, Innovation, Environment and Its Impact on the Performance of Tenun Cual Union Industry Cluster in Bangka Belitung Province, *Social and Behavioral Sciences*, 65, 167–172. (2009).
- [28]. Rima, G., & Chowdhury, T. A study on the impact of leadership styles on employee motivation and commitment: an empirical study of selected organizations in corporate sector. PhD. Published Thesis. (2014).