

EXAMINING THE MEDIATING IMPACT OF MOTIVATION IN BETWEEN LEADERSHIP STYLES AND EMPLOYEES COMMITMENT

Muhammad Saqib Khan¹, Siraj-ud-Din² & Nosheen Khan³

¹PhD Scholar, Department of Management Sciences, Khushal Khan University, Karak

² Department of Management Sciences, Khushal Khan Khattak University, Karak

³Department of Management Sciences, National University, NUML, Pakistan

ABSTRACT

The leadership is the only phenomenon that is solely responsible for the success and failure of every organization including the higher education institutions. In the same line, the commitment, on the part of employees and leadership is also considered as determining factor for success of institutions. Similarly, motivation play a significant role in shaping the behavior of the individuals. The leadership is the process of influencing and motivating an organized group towards the accomplishment of certain goals. The aim of current research is to find the most befitting style of leadership which can influence and motivate the followers /subordinates in a superior way to remain motivated and committed to institution. In the developed as well as in developing countries, numerous researchers investigated the issue of leadership, employee commitment and motivation but in the education sector, especially in developing countries like Pakistan (Khyber Pakhtunkhwa), limited studies were found on issues of leadership, employee motivation and employee commitment.

Keywords: *Leadership Styles, Employees Commitment & Motivation*

INTRODUCTION

The human resources are always considered as crucial factor for any organization including the higher education institutions to track its operations efficiently and effectively. In this regard, the success of the institutions mainly influenced by the competencies and capability of their human resources (Chew & Chan, 2008). Among other factors, the leadership of these institutions play the key role by inspiring and inducing sense of commitment among employees (Laohavichien, Fredendall & Cantrell, 2009). The leadership is the center of authority and play a major role in shaping the attitude and behavior of its employees resulting in higher level of commitment and performance. (Marmaya, Hitman, Torsiman & Balakrishnan, 2011). The leadership literature identified numerous styles of the leadership among which the transformational and transactional styles gained the popularity due to their supportive attributes.

The previous studies identified the positive and significant relationship between the transformational leadership and employee motivation. Numerous researchers recommended that transformational leaders develops motivations and thus rises the commitment of their employees towards the institution (Abdul, Ausnain & Munawar, 2012). Some studies revealed the significant

impact of transformational leadership on motivation and commitment of employee. But on the other hand, some studies showed the weak relationship between the transactional leadership and the said variables (Hand, Hicks & Bahr, 2015). Both the styles have shown diverse effect in diverse situation. Both these styles have their positive and negative influences upon the commitment and motivation of employees. In the current study, the researchers tried to statistically explore the impact of leadership (transformational and transactional) on the employees' commitment by applying motivation as a mediator.

LITERATURE REVIEW

In the contemporary competitive environment, the institutions need the motivated and committed employees to achieve the desired success. Various factors are responsible that influences the commitment on the part of employees (Fiorito, Bozeman, Young & Meurs, 2007). Among other factors, most important are the organizational, individual, job related and environmental. The organizational factors includes the leadership, processes, structure and culture. The individual factors includes spiritual, intellectual, emotional and personality traits. Likewise, the job-related factors comprises the reward systems and job characteristics while the environmental issues comprises physical environment and social relationships and (Mustafa & Othman, 2010). Among certain other factors, the motivation also play significant role in influencing the behavior of the employees. In the same line, leadership style is dominant dynamics that effect the behaviors and attitudes of employees together with motivation and commitment (Rusliza, Yahaya, Fawzy & Ebrahim, 2016).

The Leadership Styles (Independent Variables)

The literature reveals that leadership is the process involving the influences that occurs within group which motivate the employees towards goal attainment. Leaders should identify the best leadership style to manage their employees in the organization (Hackman, Johnson, Michael, Craig, 2009). The selection of style (appropriate) is dependent upon various dynamics like the leaders' personality traits and their acceptance on the part of followers, their willingness towards task complexity and norms and values contained by individuals in the organization (Abdul, Ausnain & Munawar, 2012). The leadership literature reveals that the transformational and transactional the most suitable styles used by different researchers in different context. The transformational leadership "is one end of leadership spectrum and transactional leadership is its opposite end". The literature reveals that there is no single style of leadership which is found to be effective in all situations.

The Transformational leadership

Most of the researchers recognized that transformational leadership is the only style among many which is always favored by employees in the institution. The rationality behind is that this leadership is mainly focused upon the basic needs of their employees. The vision of leadership

should be carried to followers which needs motivation and further sometimes requires change in the organization (Laohavichien et al., 2009). These leaders always explain the starring roles of their own and their employees but also take in the followers in the process of leadership. Transformational leadership motivate employees to go beyond their self-interest and show their commitment to pursue goals in desired trend (Chiang & Wang, 2012). These leaders motivated their employees to perform beyond the expectations to achieve what is projected from them. This leadership can be further described that how leadership affects employees' attitude and how they can gain the trust and respect from their employees (Hand et al., 2015)

The Transactional leadership

Numerous researchers defined transactional leadership as process of transaction/ interaction between followers and leaders. The researchers classified transactional leadership in two faces, contingent rewards and management-by-exception (Riaz & Haider, 2010). Rewards are awarded to those employees who achieve assigned objective successfully. Providing rewards to their employees, the transactional leader may inspire their employees which ultimately increases their commitment, loyalty, involvement and performance (Abdul et al., 2012). The Transactional leaders also depend on management-by-exception (active) which happens when leaders observe mistakes of their employees and provide them suitable directions. On the other hand, when things go wrong, then the leaders uses the management by exception (passive) (Rusliza et al., 2016). The literature revealed that this leadership is based upon the relationship of exchanges between the efforts and the rewards for the said efforts.

The Organizational Commitment (Dependent Variable)

The commitment on the part of leadership and employees play a significant role in organizational success. The researchers who conducted their research on commitment provided different definitions for the construct (Gautam, Dick & Wagner, 2004). Numerous defined that commitment is the individuals' strength of empathy and emotional connection with the institution. The effective, normative and continuance are considered as dimensions of the organizational commitment (Chew & Chan, 2008). The employees' emotional affection, involvement and identification with the institution is the effective commitment. On other hand, the individuals' assessment of cost-benefit analysis of leaving or staying is the continuance commitment (Chiang & Wang, 2012). The individuals' approaches of responsibility, moral value and commitment provided by the institution to their employees is known as normative commitment (Rusliza et al., 2016).

The Employees Motivation (Mediating Variable)

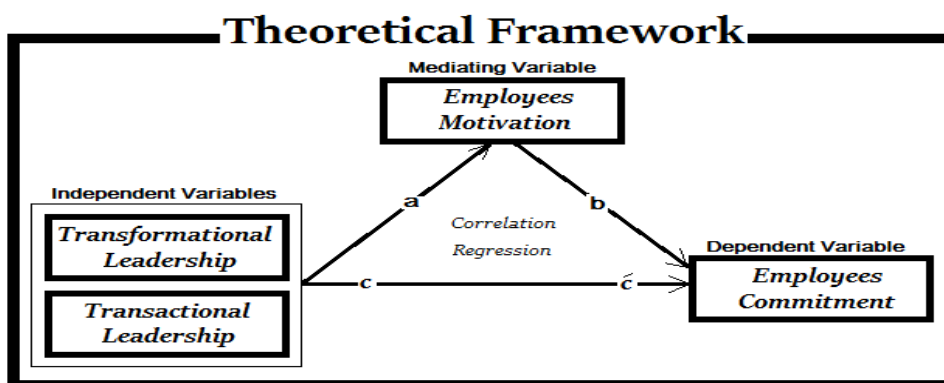
Motivation is the mediator for someone to perform an action therefore that it can be assumed that such individual is motivated. Different researchers explained that motivation has three distinct parts (Buelens & Broeck, 2007). The first part looks at "arousal that deals with the drive behind

individual action". The second part talk about to "choice people make and direction their behavior takes" (Mustafa & Othman, 2010). The third part deals with "maintaining behavior clearly defining how long people have to persist at attempting to meet their goals". Numerous researchers states that there exists three kind of needs namely the relatedness, existence and development (Abdul et al., 2012). The literature reveals that there are two factors of motivation namely the hygiene and motivators factors. The hygiene factor comprise extrinsic objects like the relations with colleagues at the workplace while the motivators factor denotes to work itself such as respect for task completions.

Leadership, Motivation and Commitment (Relationship)

The literature on leadership styles revealed that both the leaders can obtain the desired outcomes from their employees by using diverse tactics. Both leadership can induces the confidence and trust in the employees to remain committed with the institution (Meyer, Becker & Vandenberghe, 2004). Different studies showed that leadership styles in not only significant determinant of employees' motivation but also important predictor for commitment. In this regard, the responsiveness towards the tasks and objectives entirely depends upon the characteristics of both the leaders and the employees (Baloch, Ali & Zaman, 2008). Different studies recommends that employees are to be committed to institution and motivated towards their tasks when they have trust and confidence in their leader (Ananthi & Subramaniam, 2011). The literature reveals that transformational leadership more effective than the transactional leadership with respect to the employee motivation, commitment, satisfaction and performance. Clearly, the commitment on the part of employees reproduces the excellence of leadership in the institution (Dewi, Budiman, Christiananta & Eliyana, 2014). Different studies revealed that transformational leaders is more effective in producing higher motivation & commitment in their employee. The transformational leadership is more effective than transactional leadership in building commitment, trust and team efficacy (Rusliza et al., 2016). Consequently, the leaders should reflect the implication of values and attitudes in their leadership journey in their institutions.

Figure 1 Theoretical Framework



RESEARCH METHODOLOGY

Research Approach

In the current research, the researcher used the mixed method of research (both qualitative and quantitative). In qualitative research, the researcher used the existing research on issues under study. In quantitative research, the researcher used the quantitative data collected from the respondents to reach the conclusion.

Participant

The population of the current study was the teaching faculties in Gomal University, Khyber Pakhtunkhwa, Pakistan (N = 390). The population includes all teaching faculties from various departments, in other words ranging from lecturers to professors. From the same population, a sample of 195 was selected by using the sample selection formula designed by Taro Yamani (1967).

Measuring Instruments

The researcher used the instrument (questionnaire) for the data collection from the respondents under study. The questionnaire contained the research questions regarding the leadership, motivation and the commitment.

Reliability of the Instruments

Variables	Items	Reliability
Transformational Leadership	10	.801
Transactional Leadership	10	.792
Employees Motivation	10	.751
Organizational Commitment	10	.760

Data Analysis

Data was collected through the questionnaire from the respondent. The same data was then analyzed by applying different tools of analysis. In the current research study, the researcher applied the tools of correlation and regression to find out the answers of the research questions regarding the research variables of the study.

Hypotheses of the Study

Hypotheses	Analysis Tools	Code
There is positive relationship between leadership styles and organizational commitment.	Correlation	H ₁
There is significant impact of leadership styles on the organizational commitment.	Regression	H ₂

The relationship between leadership styles and commitment is mediated by motivation.	Regression	H ₃
--	------------	----------------

FINDINGS OF THE STUDY

A. Association between Predictors and Criterion Variables

Table 1 Table of Correlations

		Transformational	Transactional	Motivation
Transformational	Pearson Correlation	1	.857**	.800**
	Sig. (2-tailed)		.000	.000
	N	100	100	100
Transactional	Pearson Correlation	.857**	1	.858**
	Sig. (2-tailed)	.000		.000
	N	100	100	100
Motivation	Pearson Correlation	.800**	.858**	1
	Sig. (2-tailed)	.000	.000	
	N	100	100	100
Commitment	Pearson Correlation	.649**	.642**	.622**
	Sig. (2-tailed)	.000	.000	.000
	N	100	100	100

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

The table above provided the data regarding the correlation (association) among the independent, dependent and the mediating variables. The analysis shows that there is positive and significant relationship among all the variables. As a result, the hypothesis concerning the association among the variables is accepted as true and substantiated

B. Cause-n-Effect Relationships

The First Step for Mediation (Independent and Dependent) (C)

Table 2 Model Summary

Model	R	R Square	Adjusted R Square	F	Sig.
1	.670 ^a	.449	.438	39.520	.000 ^a

a. Predictors: (Constant), Transactional Leadership, Transformational Leadership

Table 2a Coefficients of Regression

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.206	.470		2.564	.012
	Transformational	.411	.162	.371	2.542	.013
	Transactional	.369	.166	.324	2.218	.029

a. Dependent Variable: Organizational Commitment

To validate the mediation analysis, the first step is to check the cause-&-effect relationship between the independent and the dependent variables. The table above shows that there is a significant impact of independent variables upon the dependent variable. The model summary shows that there is 50% variation in the dependent variable is due to the independent variables. The analysis further shows that transformational leadership shows the highest significance with p-value .013. However, the transactional leadership shows the significance with p-value .029. Therefore, it is concluded the current analysis validated the first step in mediation. Hence, the hypothesis is there accepted.

The Second Step for Mediation (Independent and Mediator) (a)

Table 3 Model Summary

Model	R	R Square	Adjusted R Square	F	Sig.
1	.867 ^a	.752	.747	146.963	.000 ^a

a. Predictors: (Constant), Transactional Leadership, Transformational Leadership

Table 3a Coefficients of Regression

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.135	.313		-.433	.666
	Transformational	.271	.108	.247	2.518	.013
	Transactional	.729	.111	.646	6.594	.000

a. Dependent Variable: Motivation

To validate the mediation, the second step is to check the cause-&-effect between the independent and the mediating variable. The model summary shows that there is 75% change in the motivation (mediator) in due to the independent variables (leadership styles). The analysis shows that the transformational leadership shows the significance with p-value .013. However, the transactional leadership shows its significance with p-value .000. Hence, it is concluded that the current analysis fulfill the second step of the mediation analysis.

The Third Step for Mediation (Mediator and Dependent) (b)

Table 4 Model Summary

Model	R	R Square	Adjusted R Square	F	Sig.
1	.622 ^a	.387	.380	61.775	.000 ^a

a. Predictors: (Constant), Motivation

Table 4a Coefficients of Regression

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.115	.416		5.078	.000
	Motivation	.628	.080	.622	7.860	.000

a. Dependent Variable: Organizational Commitment

The third step in mediation analysis is to check the cause-&-effect relationship between the motivation (mediator) and the organizational commitment (dependent variable). In model summary, the analysis shows that there is 39% change in the organizational commitment (dependent variable) is due to the motivation (mediating variable). Similarly, the motivation shows that significance with p-value .000. Therefore, it is concluded that the current analysis also fulfill the third step of the mediation.

The Fourth Step for Mediation (Independent, Mediator and Dependent) (C⁻)

Table 5 Model Summary

Model	R	R Square	Adjusted R Square	Change Statistics		
				Sig. F Change	F	Sig.
1	.670 ^a	.449	.438	.000	39.520	.000 ^a
2	.677 ^b	.558	.441	.215	27.015	.000 ^b

a. Predictors: (Constant), Transactional Leadership, Transformational Leadership

b. Predictors: (Constant), Transactional Leadership, Transformational Leadership, Motivation

Table 5a Coefficients of Regression

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.206	.470		2.564	.012
	Transformational	.411	.162	.371	2.542	.013
	Transactional	.369	.166	.324	2.218	.029
2	(Constant)	1.232	.469		2.623	.010
	Transformational	.360	.167	.325	2.161	.033
	Transactional	.231	.200	.202	1.155	.251
	Motivation	.190	.152	.188	1.247	.215

a. Dependent Variable: Organizational Commitment

The final step of the mediation analysis is to check the cause-&-effect relationship between the independent variables, dependent variable and mediating variable. The model summary provides

two model. In model No. 1, the R square shows that there is 45% change in the organizational commitment (dependent variable is due to the independent variables (leadership styles). In model No. 2, there is some increase in R square which is 56%. The increase from 50% to 56% validate the mediation in the present analysis. Similarly, by adding the motivation as mediator, the transformational leadership significance value increased from .013 to .033 which shows that there is PARTIAL mediation. While, with respect to transactional leadership, by adding the motivation as mediating variable, the significance value has been changed from .029 to .251 which shows that there is FULL mediation. Therefore, from the analysis, it is concluded that the hypothesis is accepted.

DISCUSSIONS

The current research emphasized the prominence of leadership styles and employees' commitment by exploring the statistical association between the two constructs. Current study shows positive direct association of transformational leadership style with employees' commitment in framework of higher education. The analysis shows that transformational leadership (.013) has significant impact on the employees' commitment than transactional leadership (.029). The mediator (employees' motivation) brings certain variations in values of both the predictors. Firstly, the R square has been changed 45% to 56%. Secondly, the significant values of transformational leadership has been changes from (.013 to .033) when motivation was used as mediator (Partial Mediation). On other hand, the significant values of transactional leadership has been changes from (.029 to .251) when motivation was used as mediator (Full Mediation).

The results of the current study are consistent with earlier studies viewing the significant positive effect of leadership style on organizational commitment where motivation was used as catalyst (Meyer, Becker & Vandenberghe, 2004; Baloch, Ali & Zaman, 2008; Ananthi & Subramaniam, 2011; Alkahtani, 2016). The tools used to define the influence and the results attained both undoubtedly shows that by providing supporting work environment, encouragement, mentoring, suitable training, sense of confidence and respect in employees capability, the leaders can increase individuals commitment and motivation. The statistical result of this study suggests that when individuals are under high stress and pressure, the leaders who inspire the employees to look to challenges and problems and line them from inspired perceptions will improve the readiness of employees to stay committed and loyal to the organization. On the part of leadership, the high stimulations for high motivation and commitment can build up the contentment of the faculties in order to achieve the assigned objectives and remained devoted to their institutions.

CONCLUSION

The faculties in higher education are always motivated by self-actualization needs, rewards, better working conditions and compensation. To reach the minds and hearts of employees, the

leadership need to inspire them through an impelling vision. The output from the current and previous studies reveals that for leaders to succeed in contemporary competitive environment, it is suggested that they adopt the transformational style of leadership instead of transactional to develop employees' motivation efficiently and consistently which will in turn produce higher level of commitment culminates at the quality performance. Both the transformational and transactional leaders are required to spend time in training, giving attention to employees' needs and abilities, support them to nurture their talent by providing conducive environment at the institution. The results shows that "transformational leadership is more effective than transactional leadership" due to their motivational, inspirational and the idealized abilities.

References

- Abdul, Q. C., Ausnain, J., & Munawar, S. (2012). The impact of transformational and transactional leadership styles on the motivation of employees in Pakistan. *Pakistan economic and social review*, 50 (2), 223-231.
- Alkahtani, A. H. (2016). The Influence of Leadership Styles on Organizational Commitment: The Moderating Effect of Emotional Intelligence. *Business and Management Studies*, 2 (1), 23-34.
- Ananthi, P., & Subramaniam, B. (2011). The influence of leadership styles on organizational commitment. (Master Thesis, University Utara Malaysia).
- Baloch, Q. B., Ali, N., & Zaman, G. (2008). Measuring employees' commitment as outcome of transformational and transactional leadership styles: An empirical study. *Abasyn Journal of Social Sciences*, 3(2): 210-216.
- Buelens, M., & Broeck, V. H. (2007). An analysis of differences in work motivation between public and private sector organizations. *Public Administration Review*, 67(1), 65– 74.
- Chew, J., & Chan C. C. (2008). HR practices, Organizational Commitment and intention to stay. *International Journal of Manpower*, 29(6), 503-522.
- Chiang, C. F., & Wang, Y. (2012). The Effect of Transactional and Transformational Leadership on Organizational Commitment: The Mediating Effect of Trust. *Journal Hotel Business management*, 1 (1).
- Dewi, U. W., Budiman, C., & Anis, E. (2014). Influence of organizational commitment, transactional leadership and servant leadership to the work motivation, work satisfaction and work performance of teachers. *Educational Research International*, 3 (2), 82-96.
- Fiorito, J., Bozeman, D., Young, A., & Meurs, J. A. (2007). Organizational commitment, human resource practices and organizational characteristics. *Journal of Managerial Issues*, 186–207.
- Gautam, T., Dick, R., & Wagner, U. (2004). Organizational identification and organizational commitment: Distinct aspects of two related concepts. *Asian Journal of Social Psychology*, 7(3), 301–315.
- Hackman, G., Johnson, L., Michael, T., Craig, K. (2009). Leadership: A Communication Perspective. Long Grove, IL: Waveland Press. 102–104.

- Hand, L. E., Hicks, R., & Bahr, M. (2015). Relationships among transformational and transactional leadership styles, role pressures, stress levels and coping resources. *Review of Business Research*, 15(1), 43.
- Laohavichien, T., Fredendall, L., & Cantrell, R., (2009). The effects of transformational and transactional leadership on quality improvement. *The Quality Management Journal*, 16(2), 7-24.
- Marmaya, N., Hitman, M., Torsiman, N., & Balakrishnan, B. (2011). Employees' perception of Malaysian managers' leadership styles and organizational commitment. *African Journal of Business Management*, 5(5), 1584-1588
- Meyer, J. P., Becker, T. E., Vandenberghe, C. (2004). Employee commitment and motivation: A conceptual analysis and integrative model. *Journal of Applied Psychology*, 89(6): 991-107.
- Mustafa, M. N., & Othman, N. (2010).The effect of work motivation on teacher's work performance. *Sosiohumanika*, 3 (2), 259-27.
- Riaz, A., & Haider, M. H. (2010). Role of transformational and transactional leadership on job satisfaction and career satisfaction. *BEH-Business and Economic Horizons*. 1 (1), 29-39.
- Rusliza, K., Yahaya, L., Fawzy, A., Ebrahim, U. (2016). Leadership styles and organizational commitment: literature review. *Journal of Management Development*, 35 (2).