
Heads of Departments Leadership Styles, Work Climate and Organizational Commitment Enhance the Job Performance of University Lecturers

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Abstract:For survival in the environment and increase organizational success it is mandatory for any organization to focus on enhancing employees' job performance. The main objective of this study was to determine the correlation of leadership styles, work climate and organizational commitment with job performance. The public universities lecturers were selected as population of the study while 339 lecturers were administered as a sample for this study through stratified random sampling technique. Data was collected by using standardized questionnaire through survey method. Statistical Package for Social Sciences (SPSS-25) was adopted to analyse the data according to the proposed hypothesis. It was concluded that the constructs such as; leadership styles, work climate and organizational commitment are the predictor to boost job performance of lecturers.

Keywords: Leadership Styles, Work Climate, Organizational Commitment, Job Performance

INTRODUCTION

On the horizon of this competitive and dynamic world, challenges and achieving goals are involved everywhere, whether we discuss the cases of intra-national or multi-national organizations working in every sphere of human life ranging from social life to educational field. Undoubtedly, education being an effective tool to fetch excellency in achieving targets and maintaining them, plays a pivotal role in all walks of life too, educational sector provides tremendous support in growth and development for human being like any other sector i.e. industrial or agricultural. Irrespectively the division among developing and developed countries, it is the educational institutions which are minting highly skilled professionals (Othman, Mohammed&D'Silva, 2013). Educational institutions are vying and struggling to consider as top-notch institute worldwide, in providing knowledge, education, skilled professionals and research opportunities in all domains of science and technology (Deem, Mok& Lucas 2008). Further, competition in the higher education sector is intensifying (Panda et al, 2019; Berry & Cassidy, 2013). In this dynamic environmental situation higher education institutions are confronting with many challenges to achieve goals. Therefore, to getting goals, leader/leadership serves vital role to nurture performance of employee (Jabbar&Hussin, 2019; jabbar, Hussin&Nazli, 2020). Likewise, in Pakistan higher educational institutes undergo several difficulties in learning/teaching, resource and infrastructure, faculty staff recruitment, competitiveness, producing quality, dissemination of knowledge, political involvement, in adopting swift technology and proliferation (Asaari, 2012; Mansoor&Akhtar, 2015). Literally, weak governance and management (Zubair et al., 2019) and lecturers poor performance (Zamin&Hussin, 2021) are major obstacles in producing quality and progress of education system of Pakistan. In this, instable situation educational institutions' success can be assured, by adopting appropriate and unique forms of leadership, that also secured the global educational environment standards and facilitate in restructuring process and implement reforms in learning and teaching (Leithwood et al., 1999; Fullwood et al., 2013). Hereof, leadership will be served as primary key, to cope with above mentioned challenges and to ensure development and progress in higher education of Pakistan. Leadership with its effective approach is considered predictor of employee performance and sign of success of organization (Iqbal, 2015; Ghavifekr&Ibrahim, 2014). Formation of leadership can be organized in different ways for instance transactional, transformational, and laissez-faire, extracted from Burnard Bass (1985) model of full range leadership. Researchers have also been revealed that transformational and transactional style of leadership are being used in educational field of Pakistan rather than laissez-faire (Torlak&Kuzey, 2019). However current study concentrates on transformational leadership style and transactional leadership.

In field of higher education role of academician/lecturer is also very crucial to produce and maintain quality education. (Jusmin, Said, Bima, &Alam, 2016). Education is nothing without the role of academic staff,

performance of students centrally depends on effectiveness of faculty staff (Selamat, Samsu, & Kamalu, 2013). Hashim and Shawkataly (2017) stated that quality of academic institution especially universities are based on outstanding job performance of their academic staff. According to Danish et al (2019) teaching is one of the distinct profession which develop and flourish other professions in this world. Employees are the major assets of any organization and success of organization based on the specific role and performance of their employees (Raji, Aliyu, & Abu, 2019). Pakistan's current educational system is deteriorating and unable to produce quality education, due to diversity in present system of education, there is no proper development in advancement of national unity in people of Pakistan, also indwelling contradistinctive approach and ideology and different moral code in individuals (Zafar, & Ali, 2018). Jabbar, Mahmood and Qambar (2020) stated that the relationship between leadership styles and job performance developed under the light of different theories and models. Leaders always help, support and motivate their teams. Moreover, Zamin and Hussin (2021) posited, those leaders are successful who have higher individual capacity to coach better, and are more capable to link the individual success with the organizational success.

LITERATURE REVIEW

Leadership Styles and Job Performance

Among organizational variables leadership is most explored variable which affects the employees' job performance. Historically, researchers in their empirical work have mentioned that leadership has impact on job performance of the employees (Burns 1978; Bass, & Avolio, 1990; Hater & Bass 1988). Leadership has a significant contribution in influencing the employee's behaviour towards the achievement of individuals and organizational performance (Jiang, Chen, Sun, & Yang, 2017; Leroy, Palanski, & Simons, 2012; Uddin, Rahman, & Howlader, 2014). For survival in the environment and increase organizational success it is mandatory for any organization to have focus on enhancing employees' job performance. Pedraja-Rejas et al (2006) and Vigoda-Gadot (2007) mentioned that the relationship between leadership styles and job performance developed under the light of different theories and models. Leaders always help, support and motivate their teams. Moreover, Horwitz et al (2008) mentioned, those leaders are successful who have higher individual capacity to coach better, and are more capable to link the individual success with the organizational success. Different leadership style has different effect on the employee performance (Yammarino et al., 1998). The research showed the existence of a strong direct and indirect relationship between the style of leaders and subordinates' performance (Koh, Steers, & Terborg, 1995; Jung, & Avolio, 1999; Degroot, Kiker, & Cross, 2000; MacKenzie, Podsakoff, & Rich, 2001; Dvir et al., 2002; McColl-Kennedy, & Anderson, 2002; Bass et al 2003; Limsila, & Ogunlana, 2008). This research focuses on the influence of transformational and transactional leadership styles on subordinates' performance.

Work Climate and Job Performance

Review of literature displayed that researchers showed high interest in assessing the impact of organizational context on work life of employees. Organizational context is significant factor that shapes the features of organization and bring meanings for organizational members. The person-situation relationship is important in organizational context and it is not possible to know the relationship without knowing the exact situation itself (Johns, 2006). In the domain of organizational context, the emerging area which received close attention of scholars is work climate. The research on work climate focuses on subjective perception of individual members of organization regarding their work environment and how these individual perception drive attitude and behaviour of individual in organization (Schneider, 2000). The research in area of work climate has its own value as implication on core job related outcomes including employees job attitude (Colquitt et al., 2002), OCB (Ehrhart, 2004), employee safety (Clarke, 2006), ethics (Martin & Cullen, 2006), individual performance (McKay et al., 2008), customer attitudes and team performance (Dietz et al., 2004) among others. It is observed that work climate act as important construct with respect to individual and organization which covers many important aspects of individuals' organizational life. Zafar et al (2017) revealed that work climate directly influence of employee performance. A conducive organizational climate help employees to perform well and increase their productivity. Lehman and Simpson (1992) assessed the impact of work climate on employee performance. They found that climate has strong relationship with employee performance. Various studies indicated that work climate has positively linked with job performance (Jusmin et al., 2016; Handajani et al., 2017; Dinc, & Aydemir, 2014; Ardakani et al., 2012).

Organizational Commitment and Job Performance

Organizational commitment has been reported as significant factor that influence on job performance. Akhbari et al (2010) stated that there is strong relationship between organizational commitment and job performance. If the employees have high level of commitment there will be superior job performance and to achieve organizational goals. In addition, Cheng and Kalleberg (1996) said that organizational commitment contributes to better performance as more committed employees should be more motivated to work hard on their

organization behalf. It has been reported that organizational commitment significantly influence on job performance of the employees. In the review of literature, the research has been conducted using very different method to investigate the relationship between commitment and job performance. They reported significant relationship between commitment and employee job performance (Angle & Lawson, 1994; Hackett et al., 1994; Meyer et al., 1989; Suliman& Iles, 2000; Wu et al., 2011). Moreover, Steers (1975) and Ferris and Arranya (1983) mentioned affective commitment as key factor that determine organizational effectiveness and job performance of employees. Organizational commitment has gained significant research attention in past literature where various studies have emphasized on significant positive relationship between organizational commitment and job performance (Hager &Seibt, 2018; Mohammad et al., 2011). Huselid and Day (1991) explained that organization commitment instigate employee to involve enthusiastically with his or her work and produce high performance. Luthans (2006) said that positive desire of employees to be part of the organization, his willingness to sacrifice his own goals for organizational goals, fulfilling the responsibilities and accomplishing tasks in good way, and accepting the values and goals of organisation shows the employee's commitment. In addition, Rizal et al (2014) asserted that organizational commitment is significant factor that positively influence on employee performance.

Theoretical Framework

Social exchange theory is a prominent theoretical paradigm for understanding workplace relationships and employee attitudes (DeConinck, 2010). The social exchange theory embodies well the nature of the work relationship between two levels i.e. employer and employee. George Homans was the person who founded the theory in the 1958 before it was further developed by other theorists. Furthermore, this theory is a prominent theoretical paradigm for understanding workplace relationships and employee attitudes (DeConinck, 2010), and embodies well the nature of the work relationship between two parties i.e. employer and employee. Theoretically, the relationship between organizational factors such as leadership style and work climate, organizational commitment and employee outcome such as performance is possible and can be operated through social exchange. The role of leader behaviour in the development of social exchanges and job performance has been relatively recognized (Organ et al., 2006). Tremblay and Simard (2018) investigated positive relationship between leadership and performance by applying social exchange theory. Sprecher (1988) applies social exchange concept to an exploration of commitment of the employees. The employees feel obligated to return the favourable benefits they receive. Favourable exchanges based on obligation are characterized by the act of reciprocity (Cropanzano & Mitchell 2005). De Clercq and Rius (2007) used the social exchange perspective to explain the relationship between work climate and organizational commitment inside the organization. The social exchange theory provides ground to explain the relationship between leadership styles, work climate as well as organizational commitment and job performance in various higher educational organizations. The behaviour and attitude of the leaders/supervisors could have an impact on the educational organization's environment as well as faculty and staff.

Hypothesis

HA1. There is a significance correlation between leadership styles and job performance

HA2. There is a significance correlation between work climate and job performance

HA3. There is a significance correlation between organizational commitment and job performance

METHODOLOGY

This study was based on quantitative and cross sectional research design. Leadership styles, work climate and organizational commitment were treated as independent variable whereas, job performance was administered as a dependent variable in this study. The public university lecturers were selected as population of the study while 339 lecturers were administered as a sample of this study by using Krejcie and Morgan (1970) through stratified random sampling technique. Survey method was used for collecting the data through standardized questionnaires which were adopted such as; Multiple Factor Leadership Questionnaire (MFLQ) from (Bass & Avolio, 1995), Work Climate Questionnaire from (Furnham & Goodstein, 1997), Organizational Commitment Questionnaire from (Allen & Meyer, 1990) and Job Performance Questionnaire from (Goodman & Svyantek, 1999) while seven points 1. SA to 7. SDA Likert scale format was administered for questionnaire. The Cronbach's Alpha Coefficient was applied to assess the reliability of the questionnaire that was acceptable according to the suggested value $>.07$ (Chin, 2010) Moreover, in order to administer the face validity, it was made brief discussion with some experts whereas; the questionnaire was translated in second language for ensuring the content validity. SPSS-25 was used to determine the proposed hypothesis of this study. The descriptive (M, SD) and inferential statistics were used to analyse the data.

RESULTS

Test of Normality

Normality test was conducted by observing the skewness and kurtosis of the distributions (Hair et al., 2007; Tabachnick&Fidell, 2007). Kurtosis measures the peakness of the distribution and when it is positive, the distribution is peaked with most of the cases clustered at the center (long thin tails), but if negative then the distribution is somewhat flat, with many cases in the extreme. When both skewness and kurtosis are close to zero (0), the distributions of the observations are normal. Generally, when skewness exceeded the range ± 1 , the distribution is considered skewed. For kurtosis, more than +1 ($> +1$), the distribution is considered too peaked, while kurtosis less than -1 (< -1), the distribution is too flat. As revealed in Table 1, the kurtosis and skewness values of the variables are within the acceptable range of ± 1 . Therefore, the entire constructs are said to be normal.

Table 1. Values of Skewness and Kurtosis of measured variables

Constructs	Skewness		Kurtosis	
	Statistic	Std. Error	Statistic	Std. Error
Leadership Style	-.33	.171	1.61	.261
Work Climate	-.96	.171	1.49	.261
Organizational Commitment	-.61	.171	1.27	.261
Job Performance	-1.14	.171	1.2	.261

Multicollinearity test

Furthermore, multicollinearity test was carried out by examining the VIF value, as well as tolerance value for the independent and dependent variables. Tolerance characterizes the variance characterized of variables not described by the other variables in a structural model, while VIF is the degree to which the standard error has been inflated due to the existence of collinearity (Götz et al., 2010). A tolerance of 0.20 or lower; a VIF of 5.0 or higher and condition index of 30 or higher suggest a multicollinearity problem. As shown in Table 2, multicollinearity is not an issue in this study.

Table 2. Tolerance and variance inflated factor (VIF) value

Variables	Collinearity Statistics		
	Tolerance	VIF	Condition Index
Leadership Styles	.79	1.79	19.68
Work Climate	.83	1.82	22.06
Organizational Commitment	.89	1.92	24.39

Descriptive Analysis

The descriptive analysis was assessed to determine the Mean value, which described that the university lecturers were moderately satisfied with the leadership styles, work climate, organizational commitment and their job performance (M= 5.03, 4.28, 5.44 and 5.30) expectedly.

Table 3. Descriptive Analysis

Dimensions	Mean	Std. Deviation
Leadership Style	5.03	.92
Work Climate	4.28	1.02
Organizational Commitment	5.44	1.06
Job Performance	5.30	.96

Pearson Correlation

Pearson correlation was determined in order to investigate the relationship among the independent variables (leadership styles, work climate and organizational commitment) and dependent variable (job performance). It was shown that there was a positive and significance correlation among the constructs with r value .389, .493 and .439.

Table 4. Pearson Correlation

Constructs	LS	WC	OC	JP
Leadership Style	1			
Work Climate	.352(**)	1		

)			
Organizational Commitment	.287(**)	.339(**)	1	
Job Performance	.389(**)	.493(**)	.439(* *)	1

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

Multiple Regression Analysis

Multiple Regression Analysis was conducted in order to determine the effect of independent variables ((leadership styles, work climate and organizational commitment) on dependent variable (job performance). It was shown that there was a positive and significant effect of all the constructs on job performance with beta value (.376, .239 and .139) respectfully.

Table 5. Multiple Regression Analysis

DV	IVs	Std. Error	Beta	T	Sig
Job Performance	(Constant)				
	Leadership Styles	.039	.376	9.36	.00*
	Work Climate	.047	.239	4.59	.00*
	Organizational Commitment	.039	.139	3.68	.00*

Significant level < .05

CONCLUSION and DISCUSSION

It was concluded that there is a positive and significant effect of leadership styles, work climate and organizational commitment on job performance among university lecturers in Pakistan. Several scholars had indicated on the basis of their empirical research evidences that leadership can boost employees' performance and the approach of the transformational leaders are more effective than transactional leaders in order to inspire and motivate to their subordinates (Burns 1978; Bass 1990; Hater and Bass 1988). In addition, performance of the employees can be increased through transformational leadership to achieve the goals (Andriani et al., 2018; Lai et al., 2020). Moreover, in determining effect of organizational commitment on job performance the findings of this study showed positive effect of lecturers' organizational commitment on their job performance in public universities of Punjab, Pakistan. These results also strengthen by outcomes of previous past studies (Al Zefeiti&Mohamad, 2017; Folorunso, 2014; Daniel &Purwanti, 2015; Jabbar et al., 2020). Furthermore, Haryono et al (2018; 2019) work climate has positively related with job performance of the employees, they analyzed work climate positively influenced on the job performance of employees. Mohamed and Gaballah (2018) concluded that, by keeping conducive work climate of organizations, performance of employees can be turned towards the higher level of achievement, they mentioned both constructs work climate and job performance have significant and positive link. The further studies should be conducted with other variables that enhance the job performance of the teaching faculty members.

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