



Effect of Leadership Styles and Work Climate on Job Performance: A Mediating Role of Organizational Commitment among University Lecturers in Pakistan

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Abstract- Performance is considered to be very important and core issue which can be deliberately debated in an organization. Success and failure of any organizations depend upon performance of their employees. Therefore, the main objective of this study was to determine the effect of leadership styles and work climate on job performance with the mediating role of organizational commitment. The study was quantitative based on cross sectional research design. The public universities lecturers were selected as the population while 413 respondents were administered as sample of this study by using stratified random sampling technique. Moreover, survey method was administered in order to collect the data from respondents by using standardized questionnaires. SPSS-25 and Smart PLS-SEM-3.3 were computed for analysis. The findings of this research revealed that there was a positive and significant effect of leadership styles and work climate on job performance. Furthermore, organizational commitment was significantly mediated the relationship of leadership styles and work climate with job performance. Moreover, this study will be beneficial for the development of HEIs through experienced human resources with competencies.

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

I. INTRODUCTION

Education is one of the crucial elements in the life of all the human beings and societal expectations depend upon the successful running of education system. The success of education system depends upon the involvement, effort and the contribution of the academic staff (Saba & Zafar, 2013; Jabbar, Hussin & Nazli, 2020). Every nation desires to be in the directory of the developed nations and Pakistan is one of them, where education can play a fundamental role in the achievements of these desires. The educational sector in Pakistan is far behind and needs plenty of improvement concerning the academic staff (Torlak, & Kuzey, 2019; Khan et al., 2014). In Pakistan, the education system in general and higher education in particular, due to lack of dedicated academicians is suffering and failed to meet the international standards (Asrar-ul-Haq, Anwar, & Hassan, 2017).

The performance of employees is essential indicator which determines the extent how employees are dedicated, proficient, capable and characterized (Dinantara, 2019). Additionally, vision and mission of an organization can be achieved through excellent performance of their employees. Job performance has constantly been the obsessive focus of various studies because performance has been found significant factor to influence organization and well-being of employee (Zafar, Karim, & Abbas, 2017; Shafiq, & Hamza, 2017). Dinantara (2019) specified the performance as a vital variable in any organization. Likewise, excellency of university usually depends on the performance of their academicians. Nevertheless, job performance of academician is a major factor that plays a substantial part in the betterment of individuals and also for entire organization (Bhat & Bashir, 2016). Paracha et al. (2012) further explained that academic staff is integral part of university performance, as teachers are the source of main support for universities to fulfill its roles. That is why, the performance of lecturers in the university system is remained a concern for universities because it will determine performance of the university. In evaluating the performance of lecturers, their efforts towards higher education in terms of research, teaching, administrative services and counseling are of the main concern for universities (Hashim & Shawkataly, 2017).

II. LITERATURE REVIEW

Leadership Styles and Job Performance

Anra and Yamin (2017) mentioned that the efforts to enhance lecturer performance can be achieved by improving the leadership; they further stated that the results of lecturer exercises can be ascertained by the quality of leadership. If there exist effective leadership then lecturers' performance will be correspondingly effective. In emulous situation, organizations develop globally and encounter many hurdles to get objectives and persuade to be extra efficient from others. Leaders deliver an important contribution in achievement of organizational goals and help to increase performance of employees. Lecturer performance profoundly depending upon leadership, organization must wisely analyse, what sort of leadership they should assume if they desire to enhance lecturer performance (Paracha, Qamar, Mirza, Hassan & Waqas, 2012; Jabbar&Hussin, 2019). Nevertheless, numerous organizations want resilient leadership styles that motivate the employee performance. The employees also seem that here is a want of a leader who should not only take to lead persons but also be active. So, they want an effective leader who can lead the individuals and pave the way for better performance (Iqbal, Anwar, & Haider, 2015).

It is essential to know a leadership style that is vivacious in supporting human resource management. The appropriate leadership style is a key aspect in shaping the achievement of leaders, individuals and the organization (Long & Thean, 2011). The performance of lecturers is meticulously shadowed with the effectiveness of leadership style. In educational organizations, leadership is helpful in refining the quality of education. The part played by leadership grows into the dynamic force in academic life. Leaders have to realize the responsibilities and objectives for the success of an institution as well as taking concern with the faculty and student. The efficient performance management is very imperative for every organization in order to meet the competitive market. Mostly, lecturer's performance is mainly determined by the appropriateness of the leadership style. Effective leadership will have an influence on employees and result in enhanced performance. This conduct is predictable to shape and sustain a virtuous performance of the lecturer. A leader must be vigilant to the privileges of lecturers, that they are not simply essential to do their duties, but also acquire a delicate interaction with the leader. This concern is to be established by the performance of a task-oriented leader and by developing social relationship, which are equally adept of affecting the enactment of the lecturers. Alternatively, ineffective leadership produced the low level performance of the lecturer (Sewang, 2016). In higher educational institutes, combination of leadership styles of a chairperson is a technique to boost performance of teaching faculty. In the Pakistan, the leadership style of chairperson is studied scarcely (Munaf, 2011, Jabbar, Mahmood&Qambar, 2020).

Work Climate and Job Performance

The role of work climate is very important aspect of lecturer's performance, Wheldall, Beaman and Mok (1999) maintained that the terms such as environment, climate and atmosphere can be used interchangeably. In view of Jusmin, Said, Bima and Alam (2016), poor quality of operational relationships in the academic setting resultant in low consciousness for lecturers to be accountable for the completion of their performance as lecturers, they recommended that upright work climate in educational institution can increase performance of the lecturers. Furthermore, work climate is regarded as supporting factor in discovery of the obstacles to teachers' performance. Similarly, work climate is also a significant feature that has a significant influence on a worker's performance, satisfying their social requirements, creating the foundation for their stay in an institute, along with being the important determinant of eminence in work and performance stages. A constructive work atmosphere then has a manifold advantage to an organization (Zafar, Karim, & Abbas, 2017).

Organizational Commitment and Job Performance

Tolentino (2013) examined organizational commitment among the academic and administrative workers of a chartered university and identified that organizational commitment is unique among the factors that have been studied in relation to personnel motivation and employee efficiency. It is supposed that employees with strong organizational commitment will effort in order to add to organization's performance. He also discovered that academic staff with solid organizational commitment can perform very well. Apart from that organizational commitment is strong trust of employees towards the mission of their universities. Employees with higher level of commitment would be able to drive superior performance for organizational effectiveness at individual and organizational level (Naseem, Nawaz, Khan, Khan, and Khan, 2013).

In addition, organizations which seek to hold their faculty affiliates by shaping strong organizational commitment are in a healthier position to gain the benefits of an extra enthusiastic, motivated, and dependable teaching staff. Nurturing organizational commitment amongst the academic staff is significant because, worker that are extremely committed halt longer error less work and perform well towards official goals. In dissimilarity, teacher who are not dedicated to their work place are probable to place less

efforts and resultantly, made inferior performance which unfavorably affect development of the organization (Chughtai&Zafar, 2006). Ultimate, grounded on above discussion present study aims to contribute in the field of education system in Pakistan. This study tends to examine the factors that influence the performance of lecturers in Pakistan.

Leadership Styles and Organizational Commitment

Effective leadership is the main source behind the success of organization. Haris et al (2013) have mentioned that, leadership is key factor behind the success of the organization. Ali, &Farid(2016); Noraazian and Khalip, (2016); NurAin (2016) discusses that there is positive relationship of leadership with organizational commitment and organizational outcomes. Further adding to this, Baek et al (2018) found positive relationship of leadership with organizational commitment. Leadership enhance teachers' attraction and make them more committed towards institution (Al-Mahdy, Emam, &Hallinger, 2018).Various research demonstrated that leadership can produce positive effects on the organizational commitment of teachers (Geijssel et al., 2003; Hallinger et al., 2018). School leadership studies conducted by Hammad and Hallinger(2017), and Rosdi (2012) have also found a positive relationship between principal leadership and teacher commitment.

Work Climate and Organizational Commitment

This concept is recognized as a psychological tool that pays attention on individuals working in organizations and attempt to understand behavior and cognitive development of employees. Therefore, this construct can be employed as management technique to understand the perception of employees towards their organizational work environment (Maamari&Messarra, 2012). Moreover, it is perception of employees on how things are in an organizational environment (Yoder, 2004). A conducive work environment is always preferred for employees for their job performance and internal satisfaction. MikicLittle and Dean (2006) investigate the relationships between climate and employee commitment and established that work climate and organizational commitment of employees are positively linked.

Theoretical Framework

The framework illustrates the four variables used in this study which includes Leadership styles (transformational leadership style, transactional leadership style), work climate, organizational commitment and job performance. This proposed framework postulated the effect of leadership styles and work climate as independent variables on job performance (dependent variable) through mediating effect of organizational commitment. Social exchange theory provides support to the current research framework by explaining the mechanism of high degree of job performance. This theory argues that employees respond to the support and treatment provided by leaders and organization to them (Organ, Podsakoff, &MacKenzie, 2006). In response they perform well and support organization in achieving its goals (Organ et al., 2006). The favorable exchange relationship is important in promoting working for individual and organizational goal.

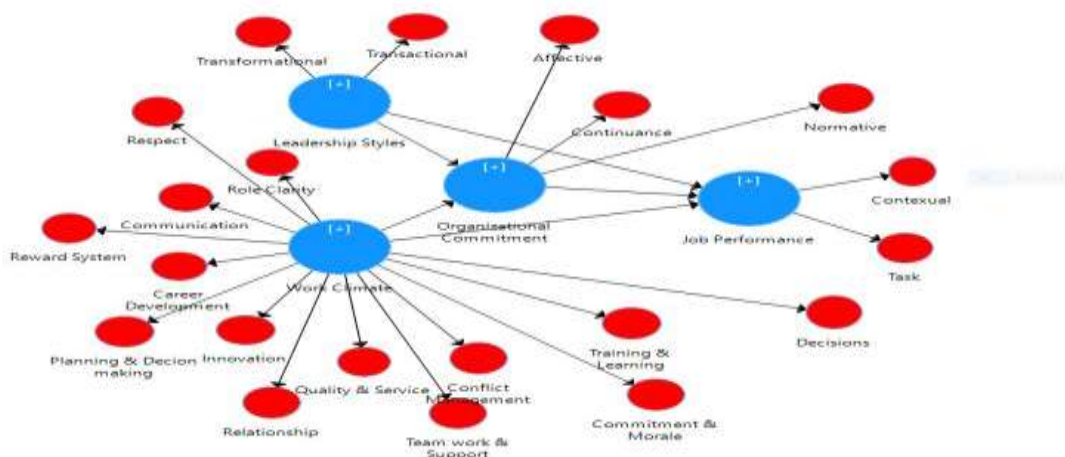


Figure 1. Conceptual Framework

III. METHODOLOGY

In this study leadership styles and work climate was used as independent variable whereas job performance as dependent variable while, organizational commitment was used as mediating variable. This study was quantitative and based on cross sectional research design. The lecturers from public universities were selected as population whereas, 413 lecturers were administered as sample of this research by using Krejcieand Morgan (1970) through stratified random sampling technique. Survey

methods 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). 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 assess the data screening (Mean, Standard Deviation) while PLS-SEM-3.3 was computed to analyse the proposed hypothesis for this study (Measurement Model, Structural Model).

Hypothesis

- H1. There is significant effect of leadership styles on job performance.
- H2. There is significant effect of work climate on job performance.
- H3. There is significant effect of organizational commitment on job performance.
- H4. There is significant effect of leadership styles on organizational commitment.
- H5. There is significant effect of work climate on organizational commitment.
- H6. Organizational commitment significantly mediates on the correlation between leadership styles and job performance.
- H7. Organizational commitment significantly mediates on the correlation between work climate and job performance.

IV. RESULTS AND FINDINGS

Table 1. Descriptive statistics

Dimensions	Mean	Std. Deviation
Leadership Style	5.03	.92
Work Climate	5.28	1.02
Organizational Commitment	5.44	1.06
Job Performance	5.30	.96

Assessment of the Measurement Model

The external consistency of the model was investigated by the discriminant validity (Fornell & Larcker, 1981). In this study, Fornell-Larcker Criterion and HTMT were conducted to assess discriminant validity. According to the recommended criteria of Fornell-Larcker and cross loading, the value of latent construct should be greater than other (Hair et al., 2014; Urbach & Ahlemann, 2010). Furthermore, Heterotrait-Monotrait (HTMT) analysis was done to assess the discriminant validity. Whereas, Heterotrait-Monotrait (HTMT) ratio of correlations is an advance approach to measure the discriminant validity in PLS-SEM, that is the best source to investigate the validity of the model. Therefore, HTMT value < 1 and constructs value should not exceed than .85 and in cross loading the value of construct should be greater than other constructs. (Hair et al., 2014; Urbach & Ahlemann, 2010). Table 2 and 3 indicate the appropriate results which are acceptable.

Table 2. Fornell-Larcker Criterion

Constructs	LS	JP	WC	OC
Leadership Styles	.873			
Job Performance	.761	.837		
Work Climate	.712	.691	.742	
Organizational Commitment	.675	.753	.519	.769

Table 3. Heterotrait-Monotrait (HTMT)

Constructs	LS	JP	WC	OC
Leadership Styles				
Job Performance	0.723			
Work Climate	0.547	0.538		
Organizational Commitment	0.652	0.669	0.513	

Structural Model Assessment

The hypothesized relationship between leadership style, work climate, organizational commitment and job performance in this study was tested through the structural mode (Hair et al., 2014; Chin, 1998). For this purpose the structural model was calculated for collinearity issues such as, effect size (f^2), predictive relevance (R^2) and cross-validated redundancy (Q^2). Moreover, path coefficient and indirect specific effect were conducted to determine the direct and indirect effects between the study variables by using

Bootstrapping. As recommended by Hayes (2012) and Henseler et al (2009) it is comprehensive approach of PLS-SEM for testing the hypothesis based on multiple correlations among the constructs.

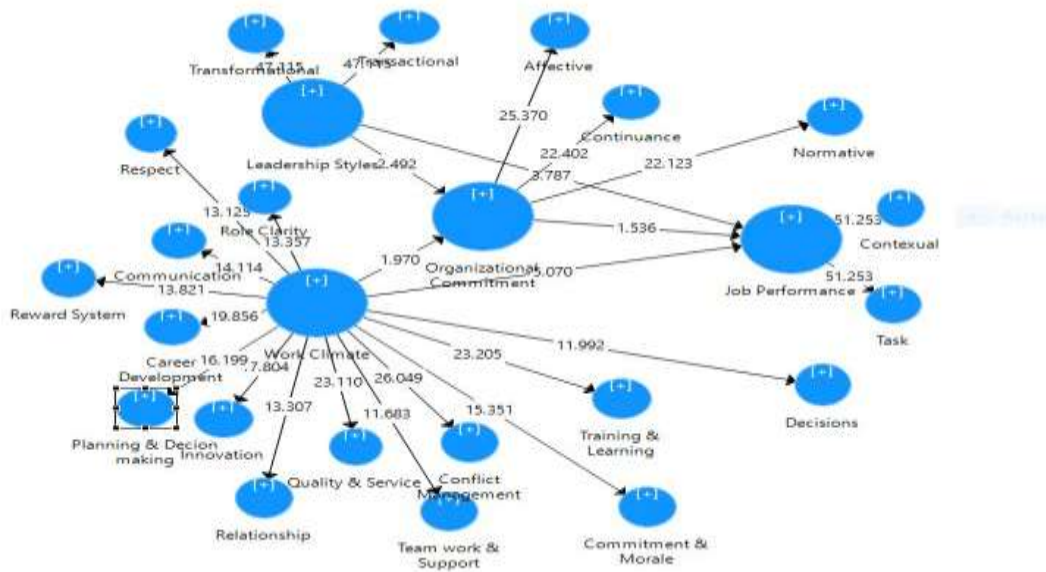


Figure 2. Structural Model

Table 4. Structure model assessment Path Coefficient (Direct Effect)

Constructs	Beta	SD	T-Value	P-Value
HA1. LS → JP	.191	.051	3.78	.00*
HA2. WC → JP	.305	.060	5.07	.00*
HA3. OC → JP	.070	.045	1.53	.02*
HA4. LS→ OC	.11	.049	2.49	.01*
HA5. WC → OC	.10	.052	1.97	.04*

Table 5. Structure model assessment Specific Indirect Effect (Mediating effect)

Constructs	Beta	SD	T-Value	P-Value
HA6. LS → OC → JP	.17	.067	2.79	.00*
HA7. WC → OC → JP	.09	.081	1.21	.00*

Coefficient of Determination (R2)

Coefficient of Determination identifies the relationship among entire variables and suggest the strength of proposed model It also validates the ability of all the exogenous (independent variables) in predicting the endogenous (dependent variable) (Hair et al., 2014). However, according to Falk and Miller (1992) R-square value of 0.10 is acceptable. Furthermore, according to Chin (1998) R² value of 0.67, 0.33 and 0.19 are adjudge to be substantial, moderate and weak respectively. As revealed in Table 6, the R² value is 0.596 which can be adjudge to be moderately substantial for job performance. This means that leadership style, work climate and organizational commitment collectively explain 59.6% of variance in lecturers' job performance. Thus, the model of this study has predictive accuracy and is adjudge to be a good model (Lei & Chu, 2015).

Table 6. Predictive relevance (R²)

Variables	R ²	Range
Job Performance	0.596	Moderate

Predictive Capability of the Model (Q²)

It is a degree that measures the relevance prediction of latent variables. It also defines the relative determination reflective variables (Hair et al., 2014). In table 7, the predictive relevance is shown in the column labelled 1-SSE/SSO, which means squared prediction error/squared observations. Any value in the column that is more than 0 are said to have predictive relevance suggested by (Chin, 1998; Henseler et al., 2009). Thus, the model is adjudged to have predictive relevance (Henseler, Ringle, & Sinkovics, 2009).

Table 7. Cross-validated redundancy (Q²)

Construct	SSO	SSE	Q ² = (1-SSE/SSO)
Job Performance	826.00	703.959	0.148

>0

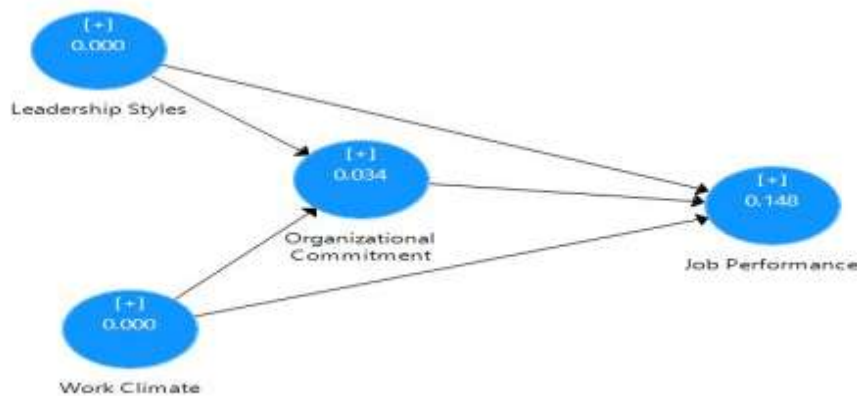


Figure 3. Cross-validated redundancy (Q²)

V. CONCLUSION AND DISCUSSION

It was concluded that there was a strong and positive effect of leadership styles and work climate on job performance whereas organizational commitment has also positive mediating effect between leadership styles, work climate and job performance.

It was explained that academic staff is integral part of university performance, as teachers are the source of main support for universities to fulfill its roles. That is why, the performance of lecturers in the university system is remained a concern for universities because it will determine performance of the university. In evaluating the performance of lecturers, their efforts towards higher education in terms of research, teaching, administrative services and counseling are of the main concern for universities. In order to perform superior, university lecturers are required to fulfill their responsibilities efficiently and effectively. Highly performing lecturer contribute in educational institutes by producing quality graduates, bears a good character and have global perspective in their field. The performance of lecturers leads to higher performance of overall universities. Otherwise if the performance of lecturers is low than the required one, their impact on overall university performance will be very low or negative. In this regards, lecturers should perform more than the required level of performance to provide significant contribution in overall university performance.

From the time when its formation since 2002, the HEC has assumed a systematic procedure of employing five-year plans for improvement in higher education. These procedures are charted with HEC in Medium Term Development Frameworks (MTDFs). Pakistan's position is not remarkable, as a lot of thing to be done for betterment of educational system in line with greater dynamism and policy formulation at both micro and macro level. HEC has to take lead suitable required changes to achieve higher educational objectives in education sector of Pakistan.

The finding are valuable to Higher Education Commission predominantly for appreciative the leadership styles, work climate and organizational commitment that will bring improvement in lecturers job performance in the universities of Pakistan. Moreover, this study will help as magnitude to adopt the appropriate leadership style for higher authorities in order to produce skillful human resource which is backbone for the development of the higher education. Further studies should be conducted with other variables that enhance the job performance of the academic faculty.

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