



TRANSFORMATIONAL LEADERSHIP AND ORGANIZATIONAL COMMITMENT: TO WHAT EXTENT MOTIVATION MATTERS?

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ABSTRACT- The transformational leadership is critical for determining the attitude and behavior of followers as it has been considered as an active constituent for inspiring the individuals towards particular tasks. These inspirations lead the individuals towards higher level of dedication and commitment which are critical for the tasks' completion. Similarly, the motivational level gets enhanced through the transformational leadership as commitment and motivation are the leading pillars associated with transformational leadership. In this connection, to examine these phenomena, in particular context, data was collected from faculty members from KP in southern regional areas of Pakistan which was further analyzed over different statistical tools to find answers of research questions. The results offer significant information in reaching the conclusion and therefore extracted some recommendations for the policy makers and management of the higher education institutions in context of developing countries like Pakistan.

Keywords: Transformational Leadership Organizational Commitment, Motivation & HEIs

I. INTRODUCTION

The education sector in Pakistan has experienced growing number of institutions in last decade. But with increasing number of institutes, they are confronting various hurdles in the ever changing and challenging environment, while striving to meet pressing personnel requirements imposed by environment (Brent & Barbara, 2013). Besides these challenges, it is also an accredit fact that there has been a noticeable contribution of education towards transforming societies in world's history. The knowledge and skills obtained from education have standout as prime contributors towards solutions issues of mankind (Butcher, Moon & Bird, 2011). In this regard, leadership has been the center of focus of different scholars and deemed as the prime subject matter in educational institutions (Ada, Bua & Ogbaji, 2014). The effective leadership contributes primly in every sector mainly in education sector so its ability to cope with ambiguous, uncertain and risky nature of this sector. Thus, it helps in followers' orientation towards change without which followers would be unwilling to embrace any change as opportunity but would rather perceive it as a hurdle (Abdul & Fatimah, 2015) towards the many issues that are critical for the desired determination from the different dimensions.

The higher education sector is measured by numerous researchers and academicians as leading source of aspiration towards the socio-economic development of every developed and developing country including Pakistan (Imran, Hassan & Shakeel, 2013). Academic institutions claim remaining contribution to educate the next generations to come and so the people who lead those institutes carry a great responsibility on their shoulders. The leaders in the higher education sector likewise those in other fields, encounter hurdles in pursuing goals of institutions (Ali & Mohamud, 2015). The leadership in academic institutes points to the process of supervising teachers as well as pupils fruitfully to approach goals related to education (Brent & Barbara, 2013). The individual style who leads apparently goes alongside with organizational commitment as they contribute in personnel's job satisfaction as they show willingness to adapting to different styles of leadership (motivation) (Bryman & Lilley, 2009). It is imminent in academic supervision given its perpetual implications on realization of institutional goals (Abdul & Fatimah, 2015). It points towards their professional orientation, maturity, values, competence, role and part in decisions that have an impact on their performance.

During the past decades, leadership gained momentum as subject for consideration and discussion and how diverse leadership styles kindle diverse feedbacks from the employees. From educational perspective, the group dynamics, "leader and led" contribute much in credibility of the institutions (Crispen, Michael &

Mariri, 2009). The leadership is matter of high attraction given fact that almost every individual is either leading others/else being led by someone and afterward either produces influence on the others or else is then being influenced (Fernet, Trepanier, Austin, Gagne & Forest, 2015). Individuals possess eternal inducement for determining most favorable elements required for turning the simple individual into great leader (Ganta & Manukonda, 2014). Consequently, the concerned leadership find out the means for motivating employees and make it sure the same by proper guiding and counseling that how to attain their assigned tasks (Ghafoor, Qureshi, Khan & Hijazi, 2011). In same line, leadership in higher education is finding it difficult to keep motivation and commitment on priority to obtain maximum productivities on the part of their employees and their contribution to their respective institutions (Rehman, Aamer, Mahmood & Amir, 2012) in the contemporary diverse situations.

Problem Statement

The issue addressed in this research is concerned with examination of transformational leadership style towards the followers' commitment in higher educational context. This study also aimed at exploring mediating role of employee motivation in connection between employees' commitment and transformational leadership. The researcher aimed to examine the relationships among these phenomena in higher education context in order to confirm new knowledge about these traditional issues from newly possible dimensions to provide suitable addition to existing database of knowledge.

Objectives & Hypotheses

1. To examine potential association between the transformational leadership, organizational commitment and motivation (hypothesis # 1).
2. To examine motivation as mediating concept in connecting transformational leadership, and organizational commitment (hypothesis # 2).

II. LITERATURE REVIEW

With respect to higher education sector, there are numerous problems faced by developed and the developing countries including Pakistan, due to dynamic environment characterized by highly increasing demands and technological changes (Daud & Hamid, 2007). Thus, due to the increased competition from private sector, public sector higher education institutions are facing problems due to limited number of students' enrollments, the short-term policies, structural upgradation, political interferences, limited budgetary allocations and the lack of criteria for the selection of competent leadership (Khan, Naeem & Riaz, 2013). In this regard, it becomes challenge for higher education institution to survive in most competitive contemporary environment. For this purpose, the responsibilities fall upon the shoulder of those who are at the helm in institutions specifically leadership (Maryam, Turiman, Daud & Zoharah, 2013). The capable and effective leadership is only key to make these institutions at par to international standards. Therefore, institutional credibility and success solely depends upon effectiveness of leadership in institutions (Bodla & Nawaz, 2010). Likewise, the effectiveness of leadership is effectiveness of institution which is critical in diverse situation and circumstances.

The leadership over certain style motivate individuals, provides direction and implement plans and such style are reflected both in attitudes/behaviors but these are outcomes of diverse, compound and complicated interactions between manners we feel and think. There are manifold and various styles and approaches to management and leadership based on many theories and rules (Hayward, Goss & Tolmay, 2004). The individuals using the styles would be based on their beliefs, preferences and values, norms and organizational culture that would encourage some styles while other dismay others (Khan, Naeem & Riaz, 2013). This is obvious statement both right and wrong styles are there. In the light of literature pertaining management, the suitable style would depend upon a selection of criteria encompassing relationship (Abdul & Fatimah, 2015) between involved parties and the nature of what desires to be done, the match and mismatch between complication of task and available capabilities but it is quite simple mask, tasks and also too much complicated subject (Osabiya & Ikenga, 2015). Both the styles of current study have their own tactics to inspire their employees to remain motivated and committed with the leadership and institution in different situational requirements.

The transformational leaders are practical, promote disciple attentiveness for the excellent mutual interest and support followers to attain extraordinary institutional objectives (Joo & Lim, 2013). Sense of mission, beliefs and inspirational incentive denotes to technique leaders motivate their supporters through viewing futuristic-optimism, emphasizing determined targets, projecting a perfect vision (Judge & Piccolo, 2004).

and communicating to subervient that vision is attainable; scholarly inspiration indicates to leader activities which plea to devotees' logic and investigation over challenging passive to intend innovatively (Kent & Chelladurai, 2001). and solve complicated dilemmas; individualized consideration discusses to leader actions which donate to devotee pleasure by supporting, advising and giving consideration to individual requirement of admirers and permitted them to enhance self-actualization (Abdul & Fatimah, 2015). The literature reveals "transformational leadership is more effective" in nurturing and augmenting level of motivation (Laurie & -Wilmington, 2010), commitment and performance of the part of their employees to achieve institutional objectives in the better way in institutions based upon the leading tasks and well-defined objectives.

The organizational commitment is the critical idea with regards to management and behavioral sciences. The individuals those who possess commitment with their works/jobs are likely to be faithful to institute which is their employer; moreover, they should realize the significance goals and objectives of their respective institutes (Lawrence, Ott & Bell, 2012). Commitment could be grouped into three components; the solid conviction and acknowledgment of the organizational objectives and qualities, a competency of putting strong effort in interest of institute and a definite longing for sustained partnership with institution (Irfan, Nawaz & Saqib, 2013). Consistently, "the organizational commitment" is phenomenon of relationship in institution through mutual qualities, the longing to fit in with an institute plus the ability to apply exertion for its sake, likewise it got characterized regarding the qualities of individual recognizable resilient and insertion in particular organization (Saqib, Irfan, Kundi & Farhat, 2014). In this regard, commitment on part of employees towards the institutions that can be classified into three dimensions (affective, continuance and normative).

In the same line, the motivation tends to be a stimulus governing an individual resulting in him/her urging to go about work more objective-oriented approach. The motivating workforces towards stable manners in objective-oriented approach is indispensable for using complete capabilities of followers for fruitful output & successful organizational outcomes (Abdul & Fatimah, 2015). The motivation of individuals at work has turned out to be a prime issue for institutions and individuals who manage those institutions as motivation stands out to be a crucial factor in the good and bad of institutions (Khan, Naeem & Riaz, 2013). The literature declared ability to influence people as one of leading factors which contribute to magnificent management (Gopal & Chowdhury, 2014). Such practices lead to commitment in people at work which ultimately aids in attainment of the organizational goals. The motivation may well be termed as outcome of some physical or mental needs or desires which lead to a specific way of going about work for the realization of those needs and desires (Khuong & Hoang, 2015). Thus, leadership role is phenomenal in increasing motivation and commitment.

III. RESEARCH METHODOLOGY

The philosophy of research describes the design of research along with the complete process of the research. It talks about to the observations of scholar about ontology (knowledge existence), the epistemology (knowledge communication) and the methodology (how to acquire knowledge). Current study philosophy is ontology (empiricism), epistemology (positivism) and methodology (scientific method) (Saunders, Lewis & Thornhill, 2012). In research methodology, both descriptive and exploratory research design are used by researchers. Research methodology is broader term while research design is used for specific project/study (Sekaran & Bougie, 2013). The "researcher used survey" thereby embracing logical descriptive methodology in taking "impact of leadership styles on organizational commitment" with mediating role of motivation. In this research, interest of the population is involved entire 'teaching faculty' of selected universities in "Higher Education institutions of Khyber Pakhtunkhwa", Pakistan. From the same population, the researcher used finite formula for the sample size determination in the current study which was confirmed through statistical formula. At that time, (512) questionnaires were distributed among teachers and the head of departments.

$$\text{Sample-size} = \left[\frac{SD^2}{\left(\frac{E^2}{Z^2} + \frac{SD^2}{N} \right)} \right] = \left[\frac{.752}{\left(\frac{.892}{1.962} + \frac{.752}{3089} \right)} \right] = n = 512$$

The researcher recollected the completed questionnaires by head of concerned department and from each faculty member. The response rate was 473 (92%). There are mostly two methods used for the data collection comprises the secondary data collection and the primary data collection. Both the methods are used in every research study based upon the nature of the study which have also been used in this study. The "data was collected through structured questionnaire as adopted from previous research studies" like

transformational leadership (Bass & Avoid, 1990), commitment (Mayer & Allen, 1990) and motivation (Edward & Richard, 2001). The data was analyzed through different techniques like secondary data was analyzed over argumentation process while primary data was analyzed through correlation analysis to examine association and regression to examine the mediation.

IV. RESULTS OF STUDY

The findings are the main section which shows the primary contribution of the researchers in the concerned research studies. The descriptive and inferential statistics are the two main sections that covers the entire story of research wherein the decisions were made regarding the acceptance and the rejection of the hypotheses of study.

H₁: There is significant relationship (association) among Research Variables

Table 1 Correlation Analysis (Association)

		Transformational	Motivation
Motivation	Pearson Correlation	.347**	
	Sig. (2-tailed)	0.000	
	N	473	
Organizational Commitment	Pearson Correlation	.688**	.583**
	Sig. (2-tailed)	0.000	0.000
	N	473	473

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

The association among the research variables of this study has been examined through correlation procedure that was hypothesized from theoretical framework. The results of study revealed that predictor (transformational leadership), mediator (employees' motivation) and dependent variable (employees' commitment) are highly and significantly associated with each other concerning the strength and direction in the relationships. The results show that transformational leadership and employees' commitment are significant associated (R=.688 while P-value =.000). Correspondingly, the association between commitment and motivation has also been confirmed through correlation (R=.583 & P-value =.000). Consequently, from results, it has been decided that hypothesis about the association (correlation) is accepted and results are validated through results of the previous research. Results have been supported through existing research studies conducted in different contexts (Kent & Chelladurai, 2001; Hayward, Goss & Tolmay, 2004; Fernet, Trepanier, Austin, Gagne, Forest, 2015; Bodla & Nawaz, 2010). Therefore, results of this study have been successfully supported through existing studies.

H₂: The significance of Motivation as Mediator

Table 2 Regression Analysis (Mediation)

Criterion	Predictors	R	R-Square	Coefficient	P-Value
Model 1					
Motivation	Constant	.6880	.4733	1.2271	0.000
	Transformational			.7426	0.000
Model 2					
Commitment	Constant	.3472	.1206	3.3390	0.000
	Transformational			.3709	0.000
Model 3-4					
Commitment	Constant	.7799	.6082	-.0945	.6239
	Motivation			.3958	0.000
	Transformational			.5958	0.000

The mediation aims at examining the role of third variable in connecting the predicting as well as criterion variables of the study. The results from Barren and Kenny (1986) model shows that all the paths of mediation have provide significant results concerning the mediation in deciding that whether it is the partial or full mediation. The results are interesting wherein first path shows the significance thereby

confirming 47% transformation in employees' commitment (criterion variable) is due to the transformational leadership (predicting variable) with significant values (β - 0.74 & p- .000). Correspondingly, second step mediation provide confirmations that 12% change/variation in employees commitment (dependent variable) as direct relationship is due to transformational leadership that shows significant and positive on commitment with (β - 0.37 & p- .000). Similarly, third and fourth mediation steps offered the information about paths (b & c') thereby showing that 61% variation/change in organizational commitment (criterion variable) is due to motivation and transformational (predicting variables). Likewise, it shows statistically significant impact of motivation on commitment (β - 0.40 with p- .000) and transformational style on organizational commitment (β - 0.60 with p- .000) as evident from the results of the mediation entire procedure to reach the conclusion.

The researchers commonly used significance of p-value for the mediation decision about all four paths, however, in present case, as all the paths are significant, therefore, decision will be made on the change in coefficient values. It has been confirmed that relationship between commitment and transformational leadership is mediated partially by employees' motivation. The connection remains significant between transformational leadership and employees' commitment; however, the coefficient value has been decreases with regard to the transformational leadership (.74) and employees' commitment when motivation arrived as the mediator (0.60). Therefore, it has been absolute that partial mediation is confirmed. Consequently, the mediation model confirms that motivation (mediator) plays intermediary significant role in construction amid commitment and transformational leadership. The mediation model results in this study confirm existing research findings wherein motivation presented its significance in between employees' commitment and transformational leadership. The same consequences were expected also from results of present study based on previous studies recommendations. Thus, hypothesis # 2 is accepted as true based upon results from mediation.

V. CONCLUSION

The results of this study provide significant information about the relationships between research variables under considerations. The hypothesis first about the relationship (association) between employees' commitment and transformational leadership wherein correlation confirmed the said existence of association among research variables under considerations. Similarly, the mediating role of employees' motivation was also hypothesized through mediation procedure thereby using the regression. The mediation is the process to check the intermediary role of any third variable in relationships between dependent and independent variables. Regarding mediation, it is the process of assembling predicting variables about its role in carrying change in the criterion variable. The mediation model has been extracted from the theoretical framework containing the predictor, mediator and criterion variables. Therefore, the results provide significant information about the hypotheses and both the hypotheses have been accepted based upon the results from current study as outcomes of the statistical procedures. Therefore, the results of this study provided the significant information in deciding about the relationships and reaching the conclusion from where some recommendations have been extracted for the policy makers and management of the higher education institutions.

VI. RECOMMENDATIONS

- The leadership is vital element and considered as nucleus for the employees' motivation and encouragement towards the attainment of desired tasks. The transformational leaders are more popular towards commitment and motivation and thus institutions are required to ensure the application of transformational leadership in institutions.
- The employees' motivation is significant attribute for the employees' outcomes related with the desired achievements in different leading tasks and assignments. The institutions are required to arrange the training programs that aimed to encourage them towards desired tasks achievements in different situations and different circumstances.
- The employees' commitment is significant concept that is widely researched and applicable in the organizational context. The institutions are required to focus on the needs and wants of the employees to make them committed towards the concerned institutions and here the role of leadership becomes phenomenal in attaining these tasks.
- The significance of transformational leadership, employees' commitment and motivation have been confirmed through statistical procedures that confirmed the existence of possible relationships and

the vitality of these concepts to the survival and development of higher education institutions in context of developing countries like Pakistan.

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