

The Impact of Leadership Styles on Academicians' Commitment in Higher Educational Institutions

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Abstract

Education is considered as a viable tool for developing human capacities and capabilities towards eliminating threats that may make the environment secured. The teacher as the implementer of the academic curriculum is central in achieving the aims and objectives of using education as a tool for inculcation into the learner, knowledge, skills and attitude that will lead to preserving the environment thereby ensuring security. Leadership has turned out to be an intriguing point for specialists. Various agents have concentrated on leadership styles in diverse societies, occupations, hierarchical settings. By and by, it was once in a while inspected among teaching faculty members of higher education institutes/universities. The early studies concentrated on the identities of the pioneers or on their conduct. Later studies are concentrating on a full scope of leadership styles, for example, transformational and transactional leadership styles.

Keywords: Leadership Styles, Academicians, Commitment, Higher Educational Institutions

1. INTRODUCTION

Learning and education are the foremost necessities of the humankind since the inception of this world. An educated society is an indicator of social development which has a vast impact upon the economic growth as well. The educational status of an individual and the society as a whole is a prime obligation of the state that plans, legislates, finances, facilitates and even looks after all the proceedings in this regard. In the education sector, there are state officials and the public representatives those who are responsible for planning, implementation, development and dissemination of the policies for the best interests and wants of the people (Zakeer, Khokar & Irfan., 2014). In the developing countries like Pakistan, the education sector has been persistently ignored rather neglected in all respects hitherto. Political instability, short sighted policies, rampant corruption, favoritism, inadequate budgetary allocation and last but not the least is the absence of political will and decision on the part of the leadership are the main reasons behind the above said phenomenon.

In Pakistan, the education division has remained the casualty of carelessness with respect to every one of the individuals who are in charge of the matters relating with this area. The status of the education segment is one of the noteworthy pointers of the social advancement as it places a vital part in building a wellbeing society prompting a sound personality and eventually a steady economy (Saqib, Irfan, Zakeer & Farhat, 2014). In a matter of seconds, the indifferent circumstance winning in the education related offices is telling upon the soundness of the whole country in all regards. In such manner, the obligation falls upon the shoulders of all the concerned particularly individuals in charge specifically the leadership. In spite of the fact that, the issues are age-long rather dug in yet a devoted and submitted leadership can resolve the circumstance through complete and very much purposeful endeavors (Saqib, Irfan, Qamar & Raqibbaaz, 2015). There is a critical need to arrange and execute certain all around agreed measures to the evaluation of developments to draw out the entire framework from the grip of the norm stamped by dormancy, lack of care and aloofness. The point and center of all these inventive measures rests upon the smooth and convenient procurement of all the education administrations to the individuals who look for them.

2. LITERATUR REVIEW

2.1 Existing Research

The present work presented the relevant background literature for this study. It summarized the major streams of research on which this study was based on the transformational and transactional leadership theory and Meyer and Allen (1991) integrated into their model. The first section was the leadership; in this study the transformational and transactional leadership theories were applied. The second section described the organizational commitment, its antecedents and theoretical background, which included the three-component model of organizational commitment.

2.2 The Organizational Commitment

In the commencement of the 20th century, the point of convergence of organizations as to human asset administration (HRM) was to benefit from benefits and efficiency all through the apparatus of experimental administration devices and procedures as visualize by Frederick Winslow Taylor (Lincoln & Kalleberg, 1990). Which results, enhanced effectiveness and higher pay bundles, yet confronted with restriction by the worker's guilds and representatives because of its discouraging effects on the specialists i.e. work misfortunes and high stretch levels. So also, behind the Hawthorne thinks about in the 1930s, the administration understands that the better generation was the result of the individual intrigue the people got notwithstanding when the workplace were not favorable (Stoner et al., 1995). Thus, the social and organizational therapists began distinct fascination in worker conduct, which brought about diverse hypotheses of fulfillment and inspiration of the workforce (Allen & Meyer, 1996).

In the period 1970s until 1980s, the research study in organizational conduct (OC) got energy as a rule round the globe and basically in United States, which was asking by a turn down in proficiency, a demoralized work power and inflexible contention after the scientific management. To cope with increasing competition pressure globalization and demand for efficiency, many organizations wish to have an excellent employee to stay in the organization to increase the competitiveness of the organization (Goodwin, Wofford & Whittington, 2001). In the past, research on organizational commitment examined its specialized aspects with a variety of definitions for each type of commitment. However, further research was difficult due to the conflicting definitions and inconsistencies in measurement (Antonakis, Avolio & Sivasubramaniam, 2003).

The literature proposed a model of organizational commitment that unified several streams of research. They suggested that researchers could better understand an employee's relationship with an organization by assessing and analyzing three distinct components of organization commitment simultaneously. Organizational commitment is a psychological link between the employee and their organization (Boerner, Eisenbeiss & Griesser, 2006). Some studies have presented strong relation of organizational commitment with the leadership. Particularly, employees have attitudes or viewpoints about many aspects of employee's jobs, employee's careers and organizations commitment. It also interpreted that leadership and commitment focus on employees' attitudes toward organization and employees' job performance across the membership boundary of an organization (Adnan & Mubarak, 2008).

2.3 The Dimensions of Organizational commitment

Organizational commitment is considered as three dimensional developments which includes affective, continuance and normative commitment. The worker who has seen high enthusiastic commitment will more probable and satisfying to proceed with their present institution (affective). It will be normal that workers will have little desire to be candidly connected with the institution in the event that they don't encounter any feeling of sentiments to the institution (Ebrahim and Ali, 2014). The specific specialist will plan to stay as opposed to leave the institution, on the off chance that he/she watches that the expense of leaving is higher than the advantages of ceaseless to stay in the institution (continuance). The alternative of staying or leaving is really in view of the worker's confidence of the right and good protest accomplish (Irfan, Nawaz, Farhat and Naseem, 2014). The individual see to stay as individual from the specific institution, in the event that he/she feels and show steadfastness to their separate boss (normative). In tolerating and clarification the word related conduct of workforce in the institution, the OC has been perceived as a critical component with the affective, continuance and normative measurements of the commitment (Saqib et al., 2014).

2.4 The Organizational Commitment in Higher Education Institutions

In the contemporary age where the globalization is occurring in each circle of life, the academic institutions possess their place in charge. The dynamism in the academic institutions when all is said in done and the colleges in particular is straightforwardly relative to the fitness of their representatives. The accomplishment of the colleges relies on strong working, dependability and the included academicians in regards to abnormal state of showing and research. Procurement of workforce to the diverse sectors countrywide is conceivable just through the colleges with abnormal state of educational standards and Organizational Commitment with respect to the staff individuals particularly the academicians (Irfan et al., 2013). Not at all like the created nations, has this part turned out to be all the more accentuating in the creating nations like Pakistan. In the institutions of higher education the most critical establishment for the determination of educational advancement is the wellspring of the workforce. In concurrence with the thought, the academic greatness and educating will be upgraded by the level of performance of the workforce in the college. Colleges step by step turn out to be more cognizant that specialist is the key individual to their achievement and perspective the common connection between the organization and the laborer as a most important parameter being developed (Irfan et al., 2014).

2.5 The Leadership

Leadership is a theme with an incomprehensible request as a large portion of the general population are specifically or in a roundabout way, intentionally or unwittingly, included during the time spent being affected or impacting others in the part of leadership. Individuals are constantly inspired by knowing the parts that contribute in making a standard individual an extraordinary pioneer. The early investigations of leadership had an unmistakable spotlight on persona of leaders and termed as characteristic speculations of leadership. At that point it turned towards examining the conduct of leaders and a period of behavioral hypotheses entered the fight with an accentuation on the communication of leaders with others. Blazes (1978) presented the idea of transformational leadership which soon snatched the consideration of the researchers and experts. This idea was contemplated and refined to assemble a Full Range Leadership Model.

This model spotlights on a complete scope of leadership from transformational to detached/avoidant leadership. The accompanying study has a goal of figuring out the predominant leadership style in public and private higher education institutions (Bass, 1998). Leadership was the way of person who initiatives, enables and supports to employees and helped employee to complete tasks which employees and superiors were expected. It also defined that leadership as an affect relationship between leaders and followers who intended real changes and outcomes that reflex their common goal (Goodwin, Wofford & Whittington, 2001). Leadership meant that the way to produce a clear vision, give the self-confidence to their subordinates, created the detail through coordination and communication. The literature revealed that leadership was the process by which the leader influences their employee to achieve organizational goals.

The leader through motivating their employee to achievement the organization's goals and adapt the environment's changes. Leadership had been described in terms of the position, personality, responsibility, influence process, an instrument to achieve a goal and behaviors (Barlow, Jordan & Hendrix, 2002). Having various scholars give most definitions is the act of influencing the activities of an organized group in its efforts toward setting goal and achievement goal. The leaders who built direction by developing a vision of the future for organization, then leader communicating vision with employees, at the same time inspired the employees to overcome hurdles.

2.6 The Leadership Styles

Leadership has been dependably a vital issue since associations and foundations are for all time in a consistent battle to be progressively focused. Leadership is an imperative capacity of administration which amplifies effectiveness and to accomplish organizational objectives. The word leadership has been depicted as far as the position, identity, obligation, impact procedure; instrument to accomplish an objective, practices (Bass and Avolio, 1990). Most definitions have a typical topic of coordinating a gathering towards an objective. In this way, the leadership can be extensively characterized as the relationship between an individual and a gathering constructed around some normal interest wherein the gathering acts in a way coordinated or dictated by the pioneer. Pioneers can impact the conduct of their devotees through the utilization of diverse styles, or methodologies, to overseeing others (Yousef, 2000). For as long as three decades, a couple of overwhelming leadership styles (transactional and transformational leadership) has gotten a lot of consideration.

A. Transformational Leadership

Transformational leadership one of the leadership style that leaders inspired employees to transcend employees self-interests for the good of the organization, increase the employee's motivation, beliefs, perceptions, level of their morals and coalition with the objectives of the organization (Burns, 1978). At the same, Burns (1978) also explained that transformational leader is encourages employees to put in extra effort and to go beyond what the employees expected. Bass (1985) suggested that transformational leaders raised employees' understanding of the signification of organizational outputs and helped transform employees' personal values to be accordant with the group objective or mission of the organization.

The employees of transformational leaders will trust the leader, adore, loyalty, and respect to the leaders and the employees will energetic to perform extra-role behaviors. Because of transformational leaders able to inspire their employees to increase employees' capabilities for success and develop employees' innovative to solving issue skills, therefore, scholars said that the transformational leaders can achieve the greatest performance from employees (Yammarino & Bass, 1990). Transformational leadership was positively connected with significant work-related, attitudes and behaviors of employees, such as job satisfaction, performance, trust the leader and turnover intentions will be fewer (Avolio et al., 1999).

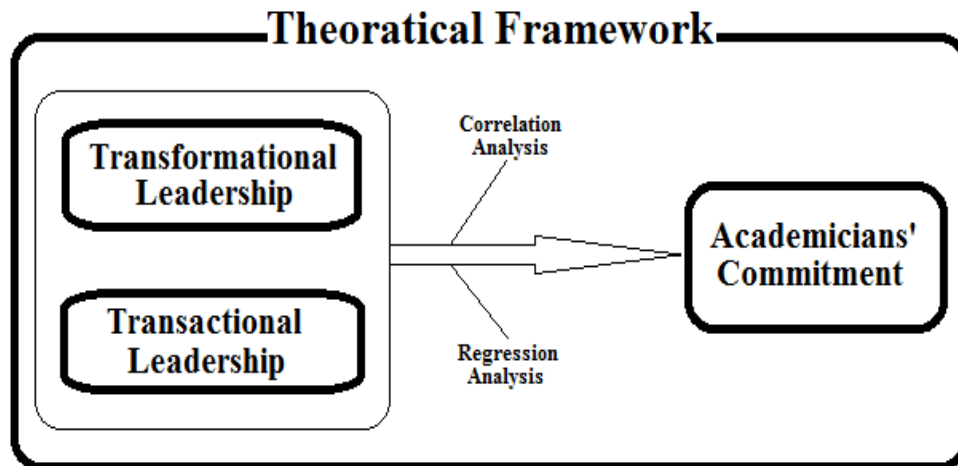
B. Transactional Leadership

Bass (1985) presented that transactional leadership create the basis for relationships between leaders and followers according to specifying expectations, clarifying responsibilities and providing recognition and rewards in order to achieve the expected performance. Transactional leadership refers to a quantity of leadership frameworks which collection the exchange takes place between the leader and employees which brings a shared benefit to them. Others scholars said that transactional leadership which was mainly focusing on the physical and

the security needs of employees.

Was a relationship based on the bargaining exchange or reward systems between the leader and the employees? The transactional leadership also meant that followers agree with, accept, or comply from the leader in exchange for praise, rewards, and resources or in order to avoid disciplinary action. After rewards and recognition to provide the followers, can make the followers to carry out their roles successfully and assignments. The literature revealed that transactional leadership through role clarification and task request to create the goal orientations and also encourage subordinates through these activities.

Figure 1.1 Theoretical Framework



3. DISCUSSION

A large number of studies have substantiated experimental results about leadership styles and the dimensions of organizational commitment. The literature uncovered that transformational leadership has moderate positive relationship with full of feeling commitment. Low connection coefficients between transformational leadership and regularizing and continuance commitment were additionally discovered (Sturges et al., 2000). Different researchers have placed that individualized consideration has positive association with both full of feeling commitment and regulating commitment. Also, positive relationships was found between intellectual stimulation and both emotional commitment and standardizing commitment. In opposition to their theories, a few researchers found that transformational leadership did not explain how continuance commitment creates.

Just the subscale of individual penances was linked to transactional contingent prize. Conflicting experimental results were revealed in connection with continuance commitment (Meyer and Herscovitch, 2001). These outcomes may be explained by focusing on the sythesis of the continuance commitment scale, which contains things measuring individuals' view of their investments in the association and the accessibility of option work conceivable outcomes. Efficiency and performance of an association rely on the occupation fulfillment and organizational commitment of its workers and escort to growing profits. Transformational leadership, a methodology of improved interpersonal relationship in the middle of boss and subordinate, is an approach to make higher level of occupation fulfillment and organizational commitment of representatives (Johnrud and Rosser, 2002).

Transformational leaders additionally help representatives to wind up more inventive, innovative and bring such new thoughts which permit the association to become aggressively and adjust to the changing outside environment. The study found that if managers encourage representatives' innovative thinking, invests energy to show and mentor them, consider their own feelings before implementing a choice, assists them with developing their qualities, it will increase the level of enthusiastic connection that laborers have with their associations (Bateman and Snell, 2002). Representatives will feel pride to be a piece of it, find closeness between their own qualities and association values, and prepared to acknowledge any sort of employment task for the smooth running of association.

The observational studies examined the relationship between transformational, transactional and latent/avoidant leadership styles and dimensions of organizational commitment; to be specific, emotional, continuance, and regularizing. Both transactional and transformational leadership styles were found to have associations with all dimensions of organizational commitment to varying degrees, while detached/avoidant leadership style demonstrated a huge negative connection with full of feeling commitment measurement just (Buciuniene and Skudiene, 2008). As anticipated, transformational leadership strangely affected emotional and regulating commitment levels, while transactional leadership strongly affected continuance commitment. Additionally to the relationship between both transformational and transactional leadership styles and emotional

commitment, both leadership styles decidedly influenced standardizing commitment, with transformational likewise having a more grounded effect than transactional (Arti Bakhshi, 2009).

4. CONCLUSION

The point of this research was fundamentally to determine the effect of leadership styles on representative organizational commitment and the outcome findings demonstrated a positive relationship between leadership styles and some worker organizational commitment develops. Given this one may presume that viable leaders can decidedly 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.

The purpose behind this is they are connected with, among others, diminished organizational commitment, diminished mental and physical wellbeing, tricky collegial connections and an abatement in the nature of work life. 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.

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