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The Mediating Role of Organizational Commitment between Leadership Style and Employee Job Performance

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ABSTRACT

Background: Job performance is a positive emotional condition caused by job appraisal. Poor leadership in industries causes employee dissatisfaction and turnover.
Aims: To explores the relationship between transformational and transactional leadership styles and professional performance in the commercial textile sector in Lahore, Pakistan using organizational commitment as a mediator.
Study design: Cross-sectional
Place and duration of study: University of Lahore from 1st June 2019 to 31st December 2019.
Methodology: The structured questionnaire items were answered by 300 participants on a 5-point Likert scale.
Result: Most of the participants were males over 30 years and had a bachelor's degree. Most of the respondents had more than five years of experience and were managers. The results showed that the organizational commitment of employees did have mediating effect on the relationship between transformational and transactional leadership styles and job performance.
Conclusion: Organizational commitment mediates leadership style and employee performance in this study. Any organization can benefit from a leadership style that can alter with the team's demands. A leader's example is essential for enforcing power. Leadership must emphasize job satisfaction and long-term employee engagement to keep employees satisfied and committed.
Keywords: Leadership style, Transformational leadership, Transactional leadership, Job performance,

INTRODUCTION

Organizations that wish to flourish in today's competitive economy must expand to new markets around the world, where they face many challenges on their way to success. Leaders are crucial to achieving these goals, and satisfied staff gives their best. To boost productivity, companies invest in leadership development programmes for managers. Businesses must also identify underperforming leaders and teach them to better[1]. Managers and supervisors must lead well to motivate and produce workers. Leaders must communicate to staff the best way to achieve the company's goals, which increases efficiency[1,2].

Leadership can be defined as the ability to influence others. Leadership involves inspiring others to contribute their time, energy, and skills to shared goals. Transformational and transactional leadership frameworks are the most popular. Transactional leadership occurs when organisations reward good workers and fire bad ones.[3] Transactional leadership is basically exchanging agreements that reward effort, promote better performance, and recognize achievements, but transformational leadership is related to subservient morals[4].

"Transformational leaders" can revitalize an organization. It alters people by repeatedly pushing them out of their comfort zones. Most research examined transformational leadership, although some examined transactional leadership. No matter the organization, leaders to build a style based on their abilities, interests, and experiences. Transactional leaders, however, hinder organizational progress[3,4].

Different methods have been used to assess a worker's performance. Because of this, businesspeople and academics are studying how to measure and manage employee performance. Most people agree that the role-based model of performance best describes how hard people work at their jobs[4,5].

The company's success depends on employees' work performance. Employee commitment is how much employees support the company's mission, values, and goals. It requires a strong emotional bond, commitment to rules, and persistence. Leadership is crucial, but how much employees care about the company affects their productivity. Company loyalty affects job performance[6].

Managers value workers who contribute to company success. Researchers showed that company loyalty positively impacts employee productivity. Employees must adopt new, more productive habits to stay ahead of the competition and achieve the company's goals. If employees want to show their loyalty by participating in the company's business, HR development is crucial. This attitude makes management's job easier and makes it harder for the company to adapt to new situations[7].

People agree that a leader's actions help followers get what they want, resulting in better work. Leadership and employee performance are studied. Many fields and countries have empirically studied leadership. Organizational commitment mediates this study's relationship between these variables.[6,8] Chan says leadership style researchers have found no one style that works in all situations. Leaders must adapt to each situation. Autocratic and democratic leadership, task and people-oriented leadership, directive and supportive leadership, and others have been studied by researchers. Most researchers follow transformational leadership, but Pakistan has done little research on textile sector leadership[9].

Our research aims to identify effective leadership styles in Pakistan's textile industry since Pakistani culture values autocratic decision-making and maintaining a distance from authority. Individualism is not valued in Pakistani society because of power distance. In India, Nigeria, Japan, and Pakistan, it has been Command and control System of government in Pakistan. Therefore, transactional and transformational leadership styles may be more effective in this culture, but our main goal is to identify the true leadership styles in the textile sector that will increase employee's job performance.

MATERIALS AND METHODS

This quantitative descriptive questionnaire survey was used to assess the effect of leadership styles and employee job performance. Three hundred male and female managers, supervisors, and operatives from five private textile companies in Lahore were surveyed[12]. The study used convenience sampling. Data collection took place from June to December 2019. The Research Ethics Committee gave ethical approval. Participants provided informed consent forms before the questions to identify. In addition to anonymity, the survey was optional. The researcher looked at the theoretical background and previous studies about

leadership styles and organizational commitment. In addition to looking at many questionnaires from previous studies, the researcher made one that shows how people lead and how committed they are to the organization. Demographic information included details like gender, age, level of education, job title, and years of experience were included. The first dimension independent variable leadership styles have 22 items, six of which measure transformational leadership and five transactional leadership contingency rewards.[13,14] Responses are measured using a 7-point Likert scale from 1 to 7. Organizational commitment is the second dimension (mediating variable) with 13 items. Organizational commitment includes continuance and affective commitment. Respondents are measured using a 5-point Likert scale from 1 to 5. The third dimension - dependent variable - job performance was assessed using Morgeson & Humphery (2006) work design questionnaire, and Janssen, Schoonebeek & Vanlooy's autonomy questionnaire (1997). Responses are measured using a 7-point Likert scale from 1 (Strongly Agree) to 7 (Strongly Disagree). Cronbach's Alpha coefficient value for all study dimensions is (87%) based on a 49-person pilot sample.[12-15] The data was entered and analyzed through SPSS 20.0. Qualitative variables were analyzed using simple linear regression and quantitative variables using Pearson's coefficient of correlation.

RESULTS

The frequencies and percentages of age, gender, education, experience and job category is shown in Table 1.

Table 1:

Characteristics	No.	%
Age (years)		
< 30	125	41.6
> 30	175	58.4
Gender		
Male	210	70.0
Female	90	30.0
Education		
Intermediate	70	23.3
Graduation	145	48.3
Master or Higher	85	28.4
Experience level		
Less than five years	141	47.0
More than Five years	159	53.0
Job category		
Managers	128	42.7
Operators	98	32.7
Supervisors	74	24.6

Table 2 Leadership style, job performance and organization commitment

Variable		Leadership style	Job performance	Organization commitment
Leadership style	Pearson Correlation	1	.703**	.425**
	Sig. (2-Tailed)		.000	.000
	N	301	301	301
Job performance	Pearson Correlation	.703**	1	.702**
	Sig. (2-Tailed)	.000		.000
	N	301	301	301
Organization commitment	Pearson Correlation	.425	.702**	1
	Sig. (2-Tailed)	.000	.000	
	N	301	301	301

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

Table 3: Regression analysis between leadership style and organizational commitment

Regression	B	Sig	R	R Square	F	Sig
Constant	26.769	0.000	0.425	0.180	65.785	0.000
Leadership Styles	.274	0.000				

Table 4: Regression analysis between organizational commitment and the job performance

Regression	B	Sig	R	R Square	F	Sig
Constant	9.118	0.000	0.702	0.493	291.126	0.000
Organization Commitment	0.961	0.000				

Table 5: Regression analysis between leadership style and the job performance

Regression	B	Sig	R	R Square	F	Sig
Constant	2.29	0.000	0.703	0.494	292.178	0.000
Organization Commitment	0.620	0.000				

DISCUSSION

The organization's commitment served as a mediator in this study, which investigated at the connection between leadership style and job performance in Lahore's textile industry. According to our research, combining transformational and transactional leadership styles fosters employee performance and business loyalty[16,17]. Organizational commitment also acts as a mediating factor in the relationship between leadership style and worker performance. It has been proven that inspired leadership is necessary to inspire workers. This study shows that a leader's style only impacts employee performance through organizational processes like organizational commitment[15]. Organizational leaders must realize that the right leadership style can boost employee performance and give the company a competitive edge. They must also realize that only good leadership can improve human resource management, which will help the company[18].

First, the style of leadership has a big and positive effect on the commitment of the organization's members. According to the study's findings, leadership is vital for achieving and maintaining staff commitment. Furthermore, leaders who adopt a good leadership strategy in a given situation will make their employees happy to work for the organization, increasing the likelihood that they will stay for the term of their job[16]. This backs with previous research findings that leadership style has a positive and significant impact on organizational commitment[18]. The second theory was that organizational commitment led to better job performance. This study found that emotionally linked, identifiable, and involved employees perform better. This study corroborates earlier findings that organizational commitment influences employee job quality. Previous research has indicated that organizational commitment improves employee performance[18].

The third hypothesis was that leadership style improves work performance. This shows that a leader's leadership style may make an employee appreciate his job. Leaders must guarantee that employees get along to work efficiently, so employees will enjoy working with peers. Employees obey leaders because they trust them[19,20]. Leaders with high morals and ethical actions are greatly affected. Transformational leadership inspires followers, according to Gibson et al (1997). This study's findings are

corroborated by previous research by that showed leadership style positively and statistically significantly affects employee work satisfaction[20].

A leader's style improves staff work quality through organizational commitment. Effective leaders improve staff dedication, according to the studies. A good supervisor usually makes people work well together. Employee happiness increases the likelihood that they will stay with the company permanently[21,22].

Employee commitment is shown by their emotional attachment, affiliation, and participation. Thus, employees will work hard to do their duties well, improving their performance. This study validates previous research's findings that a leader's management style influences workers' performance and that organizational commitment connects the two[23,24].

CONCLUSION

The leadership styles have a large and favorable effect on the job performance of employees, which is mediated through organizational commitment. Based on these facts, any organization team should build an effective and acceptable leadership style for the time and workforce. Leaders must provide an example for subordinates to follow orders. In addition, the leadership component must focus on variables that boost employee job satisfaction and build long-term relationships with employees to make them love coming to work and want to stay with the organization.

Conflict of interest: Nil

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