

Impact of Leadership Styles on Work Motivation and Organizational Commitment among Faculty Members of Public Sector Universities in Punjab

Authors : Wajeeha Shahid

Abstract : The study was designed to assess the impact of transformational and transactional leadership styles on work motivation and organizational commitment among faculty members of universities of Punjab. 713 faculty members were selected as sample through convenient random sampling technique. Three self-constructed questionnaires namely Leadership Styles Questionnaire (LSQ), Work Motivation Questionnaire (WMQ) and Organizational Commitment Questionnaire (OCMQ) were used as research instruments. Major objectives of the study included assessing the effect and impact of transformational and transactional leadership styles on work motivation and organizational commitment. Theoretical frame work of the study included Idealized Influence, Inspirational Motivation, Intellectual Stimulation, Individualized Consideration, Contingent Rewards and Management by Exception as independent variables and Extrinsic motivation, Intrinsic motivation, Affective commitment, Continuance commitment and Normative commitment as dependent variables. SPSS Version 21 was used to analyze and tabulate data. Cronbach's Alpha reliability, Pearson Correlation and Multiple regression analysis were applied as statistical treatments for the analysis. Results revealed that Idealized Influence correlated significantly with intrinsic motivation and Affective commitment whereas Contingent rewards had a strong positive correlation with extrinsic motivation and affective commitment. Multiple regression models revealed a variance of 85% for transformational leadership style over work motivation and organizational commitment. Whereas transactional style as a predictor manifested a variance of 79% for work motivation and 76% for organizational commitment. It was suggested that changing organizational cultures are demanding more from their leadership. All organizations need to consider transformational leadership style as an important part of their equipment in leveraging both soft and hard organizational targets.

Keywords : leadership styles, work motivation, organizational commitment, faculty member

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