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Relationship between Leadership Commitment and Performance of the Universities of Punjab

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Abstract

The present study aims to look at the relationships between leadership commitment and performance of State universities of the Indian Punjab. State universities are referred as Higher Education Institutions (HEIs) in this study. The study is quantitative and collected by means of survey from the respondents. The study includes state universities of the Punjab, which are located in the different areas of the province. There are twelve public sector universities in the Province among those nine were included in the study. Population comprised of department heads, teaching faculty and students. Findings of the study revealed that there is moderate positive relationship between leadership commitment and performance of HEIs. There are sub factors of leadership which included in the study to observe the leadership commitment. Findings show the continuance commitment influences HEIs performance. The highest correlation of continuance commitment has practical implication for HEIs performance since the leaders, who are associated with HEI's for a longer period of time are more capable of improving the system, because of their knowledge and in depth understanding of the problems encountered in their departments. On the basis of findings it can be said that merely leadership is not adequate for performance improvement, but they also need supportive and committed teams too to excel commitment and performance in the state higher education Institutions.

Introduction

Leadership has been incorporated with various levels such as individuals, units as well as organizational levels. Therefore, it is considered very significant, leaders are deputed many responsibilities in institutions (Dansereau et al., 1984). Leadership behaviors, leadership is

definite as an influential relationship between leaders as well as followers, who are hoping for substantial changes which reflect their common goals. With the passage of time, as the researchers continue to explore that what are the significant contributions to leadership's success and failure then various dimensions and of leaderships behavior are being developed. According to (Yiing et al., 2008), relationship has been found on commitment in the area of leadership behavior of directive and supportive aspects. Commitment is very essential, since it positively influences organizational effectiveness and happiness of employees. There are various ways through which the concept of commitments is measured and defined. Despite the fact that the existences of various dimensions of commitment have been acknowledged, a core fundamental nature of commitment must be defined that distinguishes it from other constructs and characterizes its unique form (Mayer & Herscovitch, 2001). The implications of different mind-sets on behavior have been developed as a mechanism through which three mind-sets such as normative, continuance, and emotional commitment are involved. It has been contended that emotional commitment must be linked to a wide variety of behaviors as compared to the other forms of commitment even when the central behavior is clearly measured as well as precise. Central behavior of interest must be specified in the objectives of research on commitment. Two significant versions of a measurement of 'organization commitment' are measured, one of these focuses on membership and the other one focuses on the attainment of organizational goal in order to explain the variation in the central behavior depending on the interest of the researcher (Mayer & Herscovitch, 2001). A variety of researches in the area of the organizational commitment literature have shown associated behavioral outcomes with commitment (Meyer et al., 2001); (Yiing, 2014).

In recent studies, a relationship has been pointed out between leadership and institutional performance. In his study (Gert, 964) contends that an successful leader always focuses on that how institutions upgrade the performance and face the present and future challenges in order to achieve the organizational objective. Whitener et al. (1998) argues that leaders always play a significant role in order to set up and develop a trust within institutional aspect. Dirks & Skarlicki (2004) contends that expectation is a very significant principle that is based on the relationships among individuals in a companionship and it helps to achieve institutional

objective. Presently, there is a shortage of research studies that investigates the role of trust of person, group, leaders as well as institutions.

According to (Daud, 2006) institutional performance is considered as the skill sets of any type of institute which usually depends on the following factors such as innovation, quality, huge market share, high profit, quality, progress, good financial outcomes that are essential in order to get competitive recompense as compared to other institutes. Institutional performance could also be understood in this way as an institution gaining significant profit as well as good results while running in demanding conditions. Faisal (2011) argued that institutional performance could be explained as the achievement of precise goals of education which have been set by the policies of the country for the purpose of expansion. According to Hussain Yousaf (2011) institutional performance is understood to be extremely renewed with a encouraging and a positive institutional society which in turn builds the individual performance less absenteeism and less firing worker turnover. Another researcher, (Armstrong, 1998) argues that institutional performance is very essential and a valuable advance that helps to complete institutional goals. Gerth (1964) argued that a leader, who is gifted with various qualities, has the power to influence the followers as well as supporters in order to accomplish a familiar goal.

The role of the leader in any organization depends and linked with the performance of an institute. April Chang et al. (2005) argued that leadership is a very significant feature of management as well as managing source of human reserve; it helps in gaining sustained ready for action advantage in order to develop institutional performance. Kakavogianni (2009) contends that leadership can maintain the employees to reach to their maximum level of presentation and also to get the present objectives of the institution. Leadership has large significance since it influences the condition of the organization. Any type of institute needs high-quality leaders who can encourage their follower by improving employee engagement to boost the performance of their business. There are various probable variables which are associated with leadership behavior and they play a significant role. Kiue (2010) acknowledged that the behaviors of top-level leadership play a very important role in the institute. Leaders are very significant elements in the success of any type of organization. Extremely competent leaders are an important source that contributes for the establishment of an environment that

helps to achieve institutional goals. As effective leaders have been shown “to be predicative of attitudes and performance in organizations, the question was raised regarding whether other leadership behaviors would also be predictive the same way” (Cascio et al., 2010, p.14). It has been suggested in the previous studies about management of literature that “top management commitment may have a great impact on organizational practices” (Babakus et al., 2003, p. 34). According to Meyer & Herscovitch (2001, p. 78.) “There are various forms of commitment in the workplace and they have the potential to influence organizational practices”. Great leaders are requiring by all the organizations since they positively influence their co-workers and help to achieve organizational goals. Commitment of leadership is a key to the outcome of organizations Yiing et al. (2008); Kieu, (2010). Thus, those leaders who have proved to be committed play a very important role in order to develop a suitable environment that renders organizational effectiveness (Cascio et al. 2010).

Various studies in higher education quarter focuses on leadership commitment with reference to their employees’ commitment but this research studies the dimension of leadership in perspective of organizational performance. In this study organizational performance not merely limited to numerical quotas, but also includes the perception of participants in term of their satisfaction with organizational practices. Various studies in banking, business and industrial sectors are available in existing literature which provide just around the corner regarding these sectors, but very few in the field of higher education. The present study is an effort in the higher education sector to uncover the concealed realities and share the obtain results for improvement and betterment.

Study Plan

This study is quantitative based on positivist research paradigm. Quantitative research allows researchers to collect data in numerical form, test the associations between the variables and generalize the results. It also provide chance to collect data from large population through survey. In this study population is scattered and located in different areas therefore; quantitative approach is suitable for this study. The present study is based on quantitative approach which allows the researcher to collect data from the higher education institutions and generalize the

obtained results. Close ended questionnaires were used both questionnaires were adapted and used after confirming dependability and strength to ensure the usability of the tools. Present study included nine state universities which are located in different areas of Punjab. The quantitative approach and survey plan was appropriate for the transmission of study. Higher Education Institutions are regulated by Higher Education Department (HED) and which is governed by Punjab State Government. The universities included in the study represent the whole province and population consisted of heads of the departments, teaching faculty and non teaching higher officers like Deputy Registrars. The participants selected from the faculty of social sciences and other subjects. All these participants are from the state universities of the Punjab.

Outcome

Subsequent are the effects of the study presented in the form of tables and figure. Table 1 illustrates the show study before actually administering the questionnaire on the sample the Higher Education Institutions' Performance (HEIs') has indicating high dependability. However Table 2 "indicates the dependability of sub scales applied in genuine study also indicates the strength of the scales in the Punjab's situation research in which some variation in the dependability can be likely due to two main reasons": The cause of respondents' biasness could possibly be due to the readability of the questionnaire items as well as their understanding. The dependability of sub-scales of leadership commitment also seems suitable and ensures its usability in the local context.

Table 2 presents the mean value of sub-factors of leadership commitment which point out that higher educational institutions are performing well. The mean value also shows that sub-factor, continuation commitment is more in apply as compare to two other sub-factors of commitment. The observation of participants, teaching faculty and non teaching staff shows their trust in the higher education performance and their leaders' commitment towards the institutions. To examine the strength and nature of relationships among leadership commitment and performance of higher education institutions product moment association co-efficient is applied which indicates that both variables have constructive relationships. Normality of the data is

determined through Kolmogorev-Smirnov statistics and present in QQ plots. Kolmogorev-Smirnov suggests that if the value is above .05 then data meets the normality assumption test (Pallant, 2010). The Kolmogorev-Smirnov worth of leadership commitment and HEIs performance is $P=0.423$ and 0.066 respectively the significance values is above 0.05.

In Figure 1 scatter plot shows the way of relationship between leadership commitment and performance of higher education institutions. This figure indicates positive linear relationship between both variables.

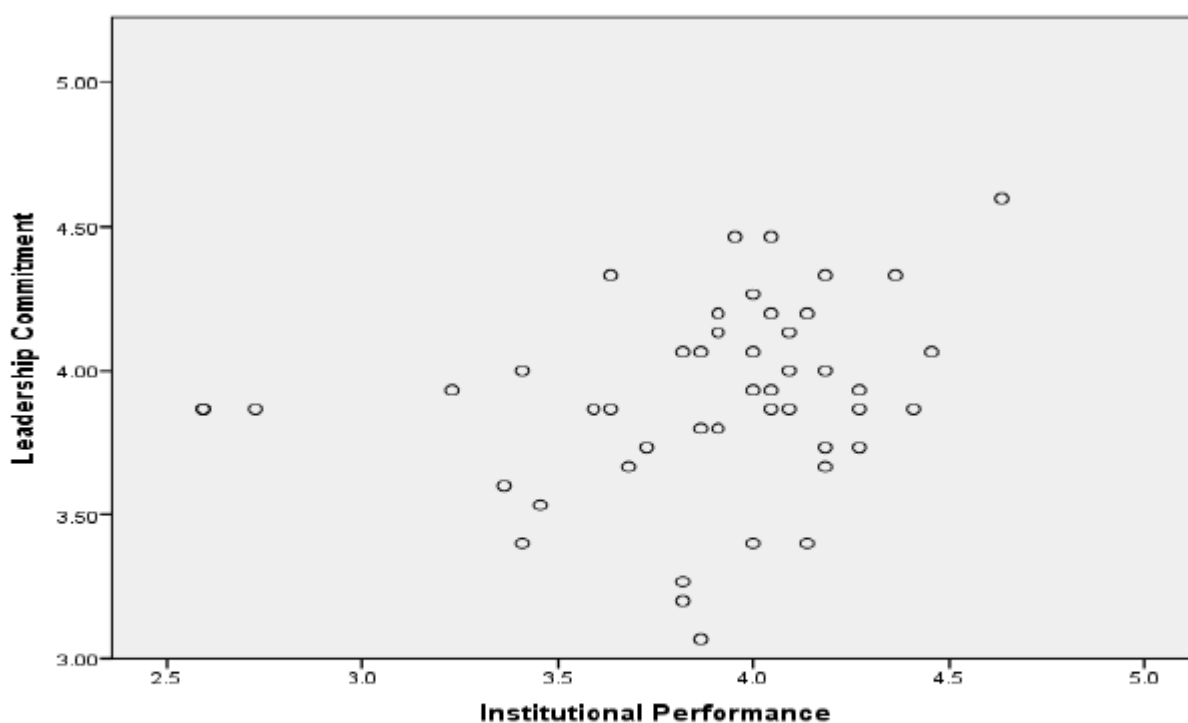


FIGURE 1
DIRECTION OF RELATIONSHIP BETWEEN LC AND HEOS (HIGHER EDUCATION ORGANIZATIONS)

Figure 1 Direction of Relationship between LC and HEIs (Higher Education Institutions)

Table 3 indicates relationship sub-factors of HEIs and leadership commitment it shows $r=.305$ which shows constructive relationship between the variables. Although, in general there is positive relationships between leadership commitment and performance of HEIs, but the sub-

factors of HEIs performance shows weak relationships with three factors of leadership commitment. The relationship value of both variables is $r=.305$, $p<.05$). The main conclusion of the study drawn from the relationship atmosphere which indicates there is constructive relationship between leadership commitment and performance of higher education institution. These findings are carefully being generalized as sample size of the leaders was small in number.

Table 3 Relationship between HEIs and LC Sub-factors

	Variables	1	2	3	4	5	6	7	8	9	10
1	**LC	-	.484*	.770	.639*	.248	.158	.076	.231	.099	.639*
2	AC	-	-	.223*	-.186	.064	-.071	-.175	.203	.022	.212
3	CC	-	-	-	.268	.264	.148	.046*	.303	.151	.268
4	NC	-	-	-	-	.152	.193	.232	-.032	.021	.115
5	HEIs	-	-	-	-	-	.644*	.591*	.663*	.648*	.543*
6	FSE	-	-	-	-	-	-	.648*	.468*	.372*	.508*
7	SS	-	-	-	-	-	-	-	.591*	.663*	.553*
8	SQ	-	-	-	-	-	-	-	-	.551*	.661*
9	RI	-	-	-	-	-	-	-	-	.231	.303
10	OOP	-	-	-	-	-	-	-	-	-	.658*

Results of the study show optimistic relationships between leadership commitment and performance of higher education institution in state universities of the Punjab state. The study shows that all three types of leadership commitment have linear positive relationship with leadership commitment. These findings are reliable with earlier studies which show positive connection of leaders' commitment and involvement with the performance, goals and achievements of the institutions. According to Ibrahim & Daniel (2019) leaders set goals and directions for their employees and organizations' growth mainly depends upon leaders' dedication and devotion to work. Rachin (2001) acknowledged in his study that leaders' are key source of inspiration in institution and play a vital role in the institutional improvement. Furthermore, (Messick & Kramer, 2004) throws light on the critical role of leaders' in up lifting

the existing standard of the institutions and they reported in their study that leaders' role cannot be denied in the institutional progress and growth. They also discussed that difficult consequences are being faced by institutions in case of leaders' carelessness. Judge & Piccolo (2004); Keller (2006) highlights in their studies that leadership is closely linked with institutional efficiency and employees' performance. A variety of studies in the literature contain the perception of leadership commitment and institutional performance which endorses the positive relationship between these variables. It emphasizes that leaders are driving force behind institutional excellence and expansion. This study also revealed that maintenance leadership commitment is higher and shows soft positive correlation with performance. Incessant commitment relate to the needs of employees for which they stayed with the institution. Another reason linked to continuous commitment is when individuals do not have any other alternate work option so; they continue their work for the fulfillment of their needs (Werf, 2020). Such kind of variations of results is reported in the studies which lead to diverse conclusions. House and Aditya (1997) reviewed the existing literature regarding leadership participation and performance and they explained that there is rich literature on these concepts, but they highlighted the methodological issues and limitations of these studies which effect their findings and results. In this study leadership ratio is small in scale due which results are carefully being generalized. Overall literature is reliable with the findings that leadership's role play noteworthy position in institutional performance (Schriesheim, et al., 2006).

Findings

On the basis of results it is concluded that there is positive relationship between leadership commitment and performance of HEIs. Institutional excellence mainly depends upon the leaders' devotion and involvement within the Institution. Three different sub-factors of leadership commitment and the study show all of these sub-factors have constructive association with institutional performance. Most of the respondents' shows the level of continues commitment is higher educational institutes which point out that they are attached to the institution for the sake of their own needs and this finding is based on practical condition. This study focuses the state universities only. In future, inclusion of private universities may provide vivacious kind of point of view which provides a comparative description of both types of

universities. This study mainly concise to faculty of social sciences, but further studies may be conducted in other faculties in order to obtain representation of entire institutions.

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