

Impact of Organizational Culture and Leadership Style on Employee Commitment towards Change in Higher Education Institutions of Pakistan

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ABSTRACT

This study examines the impact of organizational culture and leadership styles on employee commitment towards change in Higher Education Institutions of Pakistan. Data were collected from 200 university teachers using a self-administered questionnaire and analyzed using correlation and regression analysis techniques. The findings indicate that there is a significant direct impact of leadership styles and organizational culture on employees' affective commitment towards change. However, at the dimension level, some insignificant results are also found. This study concludes that it is imperative for employees to remain committed towards change for the success of an organization. The results of this study have certain implications for both the theory and practice. Institutions could use the information to develop their leadership style and culture of the organization.

Keywords: Organizational Culture, Leadership Style, Higher Education Institutions, Pakistan

INTRODUCTION

Change is inevitable for the organizations in today's environment in order to stay ahead in competition (Thang & Quang, 2005; Smith 2005). Implementing change in an organization necessitates effective leadership because leaders have the ability to make significant changes in an organization by creating and communicating a shared vision and motivating the organizational members to do necessary actions in order to achieve that vision (Kim, 2012). The role of organizational culture is also important as posit by (Schein, 2010), there exists a synergetic relationship between leadership and organizational culture.

The organizational culture shapes the behaviors of the leaders (Shah, & Asad, 2018). In this global environment, one organizational culture differs from other and so does the leadership styles (Asad, Haider, & Fatima, 2018). The notion of open system theory implies that an organization needs to adapt to the external environment by using the information from the external environment for the improvement of the internal processes. In this entire process, it is important to manage the change process. For instance, different accreditation bodies are formed in Pakistan to monitor and give directions for study programs in the different department. These accreditation bodies have made it compulsory for concerned departments to bring change in their course contents and

teaching methodologies. For instance, Pakistan Engineering Council has initiated Object-Based Education (OBE) for engineering programs. In order to make the teachers ready for this change, commitment is necessary and concerned heads of departments (leaders) can play their role for the effective implementation of OBE. The success of the organizational change depends on the congruency of the organizational change strategies with the culture of the organization (Kezar & Eckel, 2002). It is necessary to understand the culture of an organization before taking the change initiatives (Baba & Pawlowski, 2001). The knowledge about the organizational culture helps the leaders as well as concerned stakeholders to formulate the change strategies in the organization as well as take necessary action to manage the change in future. In addition, leadership style also tends to affect the commitment of employees to adopt change Seo et al., (2012); Yu, Leithwood, and Jantzi (2002). Therefore, the purpose of this study is to examine the impact of organizational culture and leadership style on employees' commitment towards change in higher education institutions.

LITERATURE REVIEW

Commitment to change can be described as a positive or negative behavior expressed by the organizational members to make them adaptable to the organizational change (Herold, Fedor & Caldwell, 2007). Many factors contribute towards employee commitment to embrace organizational change. According to Hechanova and Cementina-Olpoc (2013), shared values, transformational leadership, empowerment and support from the organization, and communication across the organization are the key managerial practices that affect employee commitment to adopt organizational change. However, bringing change in an organization is never easy (Caldwell et al., 2004). If the employees perceive that the change is in the interest of management and it is fair, they tend to exhibit favorable response towards the change and organization as well (Haider, Asad, & Fatima, 2017). The perception of employees regarding change depends on the leader's ability to encourage and engage the employees in the change process also. Commitment to change is the mindset that intrigues the individuals to adopt a course of action which is crucial for the enactment of a change in the organization. (Armenakis & Harris, 2009; Herscovitch & Meyer, 2002). Employee commitment is of three types which include

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effective, nominal and continuance commitment (Herscovitch & Meyer, 2002). Affective commitment can be described as the degree to which employees are emotionally attached to their organization. Continuance commitment can be termed as a type of commitment in which employees are committed to engaging in a long-term relationship with their employers. In normative commitment, employees tend to remain within an organization by developing a sense of obligation to stay with the employer or organization for a long period of time (Shum, Bove & Auh, 2008). The degree to which employees are likely to embrace the organizational change depends in a great deal on the type of commitment as well as a leadership style. For instance, affective commitment in employees is found to be significantly related to the positive behaviors towards the change in the organization (Herscovitch & Meyer, 2002). Various research scholars have demonstrated that effective commitment to employees is likely to persuade constructive behavior which leads to an increase in organizational performance.

Furthermore, Lau and Hebert (2001) argued that effective commitment enables employees to put in extra efforts to make a change initiative successful. Affective commitment also helps the employees to cope with the stress that emerges as a result of an abrupt change in the organization (Jones, Partridge, & Reid, 2008). Therefore, the commitment of employees is an essential element when organizations are intended to implement change initiatives in the organization. Implementing and managing change in an organization depends on employee commitment to change (Swales, 2004).

Jaros (2010) is of the view that, commitment to change is more related to its intrinsic nature in embracing the initiatives of change, which makes it different from other types of commitment. Commitment to change predicts a constructive change in the behavior of the employees as they support change through collaboration, amenability, and cooperation. Furthermore, employee commitment to change also enhances the skills and abilities of the employees to adopt change which ultimately strengthens their intentions to stay with the organization for a long period of time (Cunningham, 2006). Other research studies have also incorporated leadership as an important antecedent of employee commitment to change (Neves, 2011; Michaelis, Stegmaire & Sonntag, 2009).

Leadership and Organizational Change

Role of leaders is effective in managing the change process in an organization. As explained by Cummings and Worley (2014), that leader’s role is crucial in managing the change process. They stated that leaders involve five key activities in order to manage the process of change. Usually, leaders manage the change in the organization through creating a shared vision, motivating and encouraging individuals to adopt change, supporting individuals politically and maintaining the change momentum in the organization. Among these activities, leaders create a shared vision in order to make a change in the organization by changing the status quo. On the other hand, leaders support politically and maintain the transition momentum in order to implement the change in the

organization (Cummings and Worley, 2014). The reason behind the unwillingness of the individuals to embrace the change in the organization is because change processes are considered political in nature. Suddaby and Greenwood (2005) argued that, whenever a change process starts in an organization, it creates conflicts of interest among various groups and individuals who tend to believe that change is only beneficial to the management and as a result, they resist the change process.

Paglis and Green (2002) have defined leadership in change as a process in which a leader analyzes the current situation and examines where the individuals or group should be in the future and then develops strategies accordingly. Leaders use their influence as a tool in implementing change in organizations. Such influence motivates the individuals to accept change. Tusi, Wang, and Xin (2006) identified that, when organizations intend to adopt change according to the external environment, the role of organizational culture plays an important role. Ogbonna and Harris (2002) are of the view that the culture of an organization is influenced by the management in a sense that leaders have a partial or complete control over the culture of the organization. Transformational leadership in particular defines and shapes the culture of an organization. Transformational leaders are the ones who shape the norms, philosophies, and values in the culture of an organization as posited by Bass and Bass (2009).

Organizational commitment is correlated with the leadership (Dick, 2011; Kim, 2012). Transformational leadership, in particular, is found to influence the affective commitment, but the degree of its effect varies according to the organization (Walumbwa & Lawer, 2003; Bass & Riggio, 2006). Moreover, transformational leaders affect the effective commitment of the employees in an organization by linking the efforts of the individuals with the goal achievement. In this way, they enhance the intrinsic value of the goal achievement and also exhibit a personal commitment to the accomplishment of organizational goals through a shared vision (Avolio & Bass, 2004). When transformational leadership is coupled with change management practices, it brings more commitment towards change in the organization (Herold et al., 2007). On the other hand, Hechanova and Teng-Calleja (2011) are of the view that, commitment to change is more influenced by the change management practices in the organization as compared to the transformational leadership.

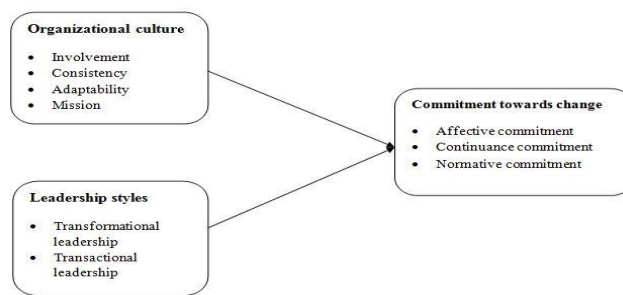


Figure 1: Theoretical Framework

RESEARCH METHODOLOGY

The research methodology entails the techniques employed in data collection and data analysis. Current research aims to analyze the impact of organizational culture and leadership styles on employee commitment towards change. In this regard, the quantitative research method has been used in order to examine the relationship among variables and to test hypotheses.

The target population of this research study includes the faculty members of all public and private higher education institutions in Punjab province, Pakistan. The rationale behind selecting the faculty members of the higher education institutes is because of their crucial role in developing the students for the future. Moreover, the competition among the educational institutes is on the rise which makes it difficult for the higher education institutions to sustain the faculty in the organization. The commitment of the faculty members is crucial in order to sustain the quality of the educational institutions. In order to collect data, purposive random sampling technique has been used.

Hence, only those faculty members were chosen who would have minimum experience of six months to be aware of organizational culture and leadership styles of their respective heads of departments (Asrar-ul-Haq & Kuchinke, 2016). In order to collect data, a five-point Likert scale questionnaire was used. It consisted of four parts: organizational culture, leadership styles, employee commitment towards change and demographics. In order to distribute questionnaires, researcher personally visited the HEIs to administer questionnaires. In order to increase the response rate, follow up visits were also made and the second questionnaire was also provided if the initial was missed or lost by any faculty member. In order to measure organizational culture, Denison Organizational Survey (2000) was used. To analyze the leadership dimension, the Multifactor Leadership Questionnaire (MLQ) by Bass and Avolio (1995) is used. In order to measure employee commitment towards change, instruments are adopted from Herscovitch and Meyer (2002). Respondents are asked to rank their answers on a 5 point Likert scale ranging from not at all too frequently.

DATA ANALYSIS

In order to test the reliability of the questionnaire, the value of Alpha has been considered. The value of Cronbach's alpha for each variable is greater than 0.7 which is acceptable.

Table 1: Summary of Reliability Test

	Cronbach's Alpha	No. of items
Leadership styles	.953	32
Organizational commitment	.917	36
Employee commitment towards change	.846	18

Descriptive Analysis

In order to collect data, the faculty members of the HEIs in Punjab have been targeted. In this regard, total 250 questionnaires were distributed among the faculty members of the HEIs and 230 (92%) questionnaires were returned. Of the

230 returned, 200 (86%) were completely filled while remaining 30 questionnaires were incomplete or partially filled where 50% of the items were not answered. After a thorough screening, 200 questionnaires were considered for the data analysis. These 200 questionnaires comprised of 159 males and 41 females with a ratio of 79.5% and 20.5% respectively. This ratio represents that; the representation of male faculty is significantly higher in Pakistani higher education institutions as compared to females. The results further depicted that, 31.5% respondents belonged to the age group of 20-25 years, which means youth of Pakistan is employed in higher education institutions of Pakistan. This percentage also shows that there is the significant participation of youth in the higher education institutions of Pakistan as faculty members. Moreover, results also showed that 36.0% respondents belonged to the age group of 26-30 years which represent the significant ratio of participants in the survey. The response rate from the age group of 31-35 and above 35 years is 19.5% and 13.0% respectively which shows that higher education institutions have the experienced faculty as well as fresh faculty members. From these respondents, 60.5% were having 16 years' education which was the largest part of the total response.

The response rate from M.Phil. the faculty was 16.5 % and 23% of respondents were Ph.D. faculty members. These figures depict that Pakistan is the country where education is considered more important and larger part of the educated people are working for the educational institutions. In this study, 34.5% were having less than 1-year experience this means that fresh graduates participated in the educational institutions. The further results show that 23% were having the experience of 1-2 years and 27.5% were having the experience of 3-6 years which represented that larger part of the faculty members of higher education institutions are new in the field and they are doing work in the education sector to gain the experience for the betterment of their career. The response rate from the faculty members of the institutions is 15 % who were having the experience of 7 years or above. This result shows that the percentage of experienced faculty is less than fresh faculty members. It may be due to different reasons like experienced faculty go for better opportunities or go for the retirement. Now a day's private education institutions are more common and it is possible that experienced faculty members established their own institutions. This study focuses on the organizational culture and leadership styles in any educational institutions, these variables are significant for the commitment of the employee towards change. If the faculty well aware of organizational culture and aligned with the leadership styles, then institutions are able to sustain their members for the long run.

Table 2: Summary of Demographics

	Frequency	Percent
Gender		
Male	159	79.5
Female	41	20.5
Age (years)		
20-25	63	31.5
26-30	72	36.0

31-35	39	19.5
36 & above	26	13.0
Education		
16 years	121	60.5
18 years	33	16.5
18 years & above	46	23.0
Experience		
Less than 1year	69	34.5
1- 2 years	46	23
3-6years	55	27.5
7years & above	30	15.0

The mean, skewness, and kurtosis relative to the independent, dependent variables are presented in Table 3. The data normality has been checked through skewness and kurtosis and the acceptable range is +/-2 (Tabachnick & Fidell, 2007). The values of skewness and kurtosis of all variables including leadership styles, organizational culture and employee commitment towards change range from -1.42 to 1.40. The values are in the acceptable range.

Table 3: Descriptive Statistics

	N	Mean	Skewness	Kurtosis
Leadership styles	200	3.83	-1.42	1.26
Organizational commitment	200	3.94	-1.46	1.40
Employee commitment towards change	200	3.84	-1.14	0.63

In the following sections, the inferential analysis is conducted with parametric tests. This method is selected after the deduction that the distribution of the data is properly similar to a normal distribution.

Correlation

The correlation analysis shows the association among the variables. The value of this test shows the association and the direction of the variables. The values of the Pearson Correlation ranges from -1 to +1 with negative numbers showing a negative correlation and positive numbers representing a positive correlation. Accurate significance level must report unless it is less than .001.

Table 4: Correlation Matrix

	TF L	TC L	I	C	A	M	AC	CC	NC	OC	EC
TF L	1										
TC L		1									
I	0.04		1								
C	.57*	0.05		1							
A	.87*	0.08	.54*		1						
M	0.0	0.03	0.0	.17*		1					
AC	.50*	0.03	.27*	.49*	.14*		1				
CC	.89*	0.03	.50*	.76*	.14*	.40*		1			
NC	.94*	0.03	.58*	.78*	-	.42*	.78*		1		
OC	.81*	0.09	.46*	.85*	-	.47*	.64*	.78**		1	
EC	.67*	0.03	.66*	.76*	.62**	.65*	.62*	.58**	.56**		1
	.96*	0.06	.56*	.88*	0.02	.47*	.88*	.93**	.90**	.65**	

**= Significant at 5%.

TFL= Transformational leadership, TCL= Transactional leadership, I= involvement, C= Consistency, A= Adaptability, M= Mission, AC= Affective commitment, CM= Continuance commitment, NC= Normative commitment, OC= Organizational culture, EC= Employee commitment towards change, LS= Leadership styles.

Regression

H1: Organizational culture (involvement, consistency, adaptability, and mission) has significantly positive relationship with employee commitment towards change. In order to measure statistical relationship between these variables, OSL multiple regression model is assessed. Table 5 provides the regression results. The regression equation described 80% of the total variation. The regression ANOVA is significant, $F(209.879) = 11.765, p < .001$. Parameter estimation results showed that involvement, consistency, adaptability and mission is significant predictor for the employee commitment towards change. However, Involvement and consistency positively associated with employee commitment towards change, $\beta = .123$ SE = (.037), $t = 3.334, p < .001$ and $\beta = .809$ SE = (.045), $t = 19.648, p < .001$ respectively. Whereas adaptability has negative relationship with employee commitment towards change, $\beta = -.138$, SE = (.023), $t = -4.364, p < .001$. And mission has positive but insignificant relationship with employee commitment towards change, $\beta = .063$, SE = (.039), $t = .1760, p > 0.05$.

Table 5: Regression Results for the Impact of Organizational Culture (Involvement, Consistency, Adaptability, and Mission) on Employee Commitment towards Change

	β	SE	t	p
Involvement	.123	.037	3.334	.000
Consistency	.809	.045	19.648	.000
Adaptability	-.138	.023	-4.364	.000
Mission	.063	.039	1.760	.080

H1a: Organization culture (involvement, consistency, adaptability, and mission) has a significantly positive relationship with an effective commitment towards change.

In order to measure the statistical relationship between these variables, the OSL multiple regression model is assessed. Table 6 provides the regression results. The regression equation described 58% of the total variation.

The regression ANOVA is significant, $F(71.832) = 10.166, p < 0.05$. Parameter estimation results showed that involvement, consistency, adaptability and mission is significant predictor for the affective commitment towards change. However, Involvement and consistency positively associated with affective commitment towards change, $\beta = .124$ SE = (.059), $t = 2.285, p < 0.05$ and $\beta = .680$ SE = (.071), $t = 11.279, p < .001$ respectively. Whereas adaptability and mission has positive but insignificant relationship, $\beta = .015$ SE = (.037), $t = .327, p > 0.05$ and $\beta = .029$ SE = (.062), $t = .544, p > 0.05$ respectively.

Table 6: Regression Results for the Impact of Organizational Culture (Involvement, Consistency, Adaptability, and Mission) on Effective Commitment towards Change

	B	SE	T	p
Involvement	.124	.059	2.285	.023
Consistency	.680	.071	11.279	.000
Adaptability	.015	.037	.327	.744
Mission	.029	.062	.544	.587

H1b: organizational culture (involvement, consistency, adaptability, and mission) has a significantly positive relationship with continuance commitment towards change.

In order to measure statistical relationship between these variables, OSL multiple regression model is assessed. Table 7 provides the regression results. The regression equation described 67% of the total variation. The regression ANOVA is significant, $F(102.447) = 10.416, p < 0.05$. Parameter estimation results showed that involvement, consistency, adaptability and mission is significant predictor for the continuance commitment towards change. However, Involvement and consistency positively associated with continuance commitment towards change, $\beta = .233$ SE = (.050), $t = 4.813, p < .001$ and $\beta = .655$ SE = (.031), $t = 12.174, p < .001$ respectively. While adaptability has negative relationship, $\beta = -.168$ SE = (.037), $t = -4.065, p < 0.001$. And mission has insignificant relationship with continuance commitment towards change $\beta = .057$ SE = (.052), $t = 1.220, p > 0.05$.

Table 7: Regression results for the impact of organizational culture (involvement, consistency, adaptability, and mission) on continuance commitment towards change

	<i>B</i>	<i>SE</i>	<i>t</i>	<i>P</i>
Involvement	.233	.050	4.813	.000
Consistency	.655	.031	12.174	.000
Adaptability	-.168	.037	-4.065	.000
Mission	.057	.052	1.220	.224

H1c: Organization culture (involvement, consistency, adaptability, and mission) has a significantly positive relationship with a normative commitment towards change.

In order to measure the statistical relationship between these variables, the OSL multiple regression model is assessed. Table 8 provides the regression results. The regression equation described 77% of the total variation. The regression ANOVA is significant, $F(173.407) = 15.970, p < 0.05$. Parameter estimation results showed that involvement, consistency, adaptability, and mission is a significant predictor for the normative commitment towards change.

However, Involvement has negative and insignificant relationship with normative commitment towards change $\beta = -.003$ SE = (.048), $t = -.087, p > 0.05$. While consistency is positively associated with normative commitment towards change, $\beta = .853$ SE = (.058), $t = 19.211, p < .001$. Whereas adaptability has negative relationship, $\beta = -.217, SE = (.030), t = -6.347, p < .001$. And mission has significant relationship with normative commitment towards change $\beta = .084$ SE = (.050), $t = 2.164, p < 0.05$.

Table 8: Regression Results for the Impact of Organizational Culture (Involvement, Consistency, Adaptability, and Mission) on Normative Commitment towards Change

	<i>B</i>	<i>SE</i>	<i>t</i>	<i>P</i>
Involvement	-.003	.048	-.087	.931
Consistency	.853	.058	19.211	.000
Adaptability	-.217	.030	-6.347	.000
Mission	.084	.050	2.164	.032

H2: Leadership styles have a significantly positive relationship with employee commitment towards change.

In order to measure statistical relationship between leadership styles and employee commitment towards change, OSL multiple regression model is assessed. Table 9 provides the regression results. The regression equation described 95%

of the total variation. The regression ANOVA is significant, $F(543.562) = 6.146, p < 0.05$. Parameter estimation results showed intellectual stimulation, idealized influence (behavior), inspirational motivation, idealized influence (attributed) individualized consideration, contingent Reward, management by exception Passive and management by exception Active are significant predictor for the employee commitment towards change. However Intellectual stimulation has negative and insignificant relationship with employee commitment towards change $\beta = -.006$ SE = (.056), $t = -.082, p > 0.05$. While idealized influence (behavior), inspirational motivation, idealized influence (attributed) and individualized consideration are positively associated with employee commitment towards change, $\beta = .440$ SE = (.056), $t = 17.380, p < .001, \beta = .186, SE = (.017), t = 8.851, p < .001, \beta = .322, SE = (.045), t = 5.441, p < .001$ and $\beta = .167, SE = (.034), t = 4.652, p < .001$. Whereas contingent reward has positive relationship, $\beta = .111, SE = (.033), t = 2.067, p = 0.010$. Management by expect passive has significant but negative relationship with employee commitment towards change $\beta = -.125, SE = (.027), t = -3.119, p < 0.01$. And management by expect active has positive but insignificant relationship with employee commitment towards change $\beta = .009, SE = (.021), t = .367, p > 0.05$.

Table 9: Regression results for the impact of leadership styles on employee commitment towards change

	<i>B</i>	<i>SE</i>	<i>t</i>	<i>P</i>
Idealized influence (attributed)	.322	.045	5.441	.000
Idealized influence (behavior)	.186	.017	8.851	.000
Inspirational motivation	.186	.017	8.851	.000
Intellectual stimulation	-.006	.056	-.082	.935
Individualized consideration	.167	.034	4.652	.000
Contingent Reward	.111	.033	2.067	.010
Management by exception (active)	.009	.021	.367	.714
Management by exception (passive)	-.125	.027	-3.119	.002

H2a: Leadership styles have a significantly positive relationship with employee affective commitment towards change.

In order to measure the statistical relationship between leadership styles and employee affective commitment towards change, OSL multiple regression model is assessed. Table 10 provides the regression results. The regression equation described 85% of the total variation. The regression ANOVA is significant, $F(137.014) = 6.736, p < .001$. Parameter estimation results showed intellectual stimulation, idealized influence (behavior), inspirational motivation, idealized influence (attributed) individualized consideration, contingent Reward, management by exception Passive and management by exception Active are significant predictors for the employee affective commitment towards change. However Intellectual stimulation idealized influence inspirational motivation and individualized consideration has an insignificant relationship with effective employee commitment towards change. While idealized influence (attributed) is positively associated with effective employee commitment towards change, $\beta = .814, SE = (.092), t = 7.376, p < .001$. Whereas contingent reward and management by expect active has positive but insignificant

relationship with employee affective commitment towards change, $\beta = .091$, $SE = (.068)$, $t = 1.151$, $p > 0.05$ and $\beta = .042$, $SE = (.044)$, $t = .943$, $p > 0.05$ respectively. Management by expect passive has insignificant and negative relationship with employee affective commitment towards change $\beta = -.126$, $SE = (.056)$, $t = -1.683$, $p > 0.05$.

Table 10: Regression results for the impact of leadership styles on employee affective commitment towards change

	B	SE	t	P
Idealized influence (attributed)	.814	.092	7.376	.000
Idealized influence (behavior)	.048	.049	1.020	.309
Inspirational motivation	.076	.035	1.931	.055
Intellectual stimulation	.006	.116	.047	.963
Individualized consideration	.024	.070	.363	.717
Contingent Reward	.091	.068	1.151	.251
Management by exception (active)	.042	.044	.943	.347
Management by exception (passive)	-.126	.056	-1.683	.094

H2b: Leadership styles have significantly positive relationship with employee continuance commitment towards change.

In order to measure statistical relationship between leadership styles and employee continuance commitment towards change, OSL multiple regression model is assessed. Table 11 provides the regression results. The regression equation described 98% of the total variation. The egression ANOVA is significant, $F(2006.001) = 6.601$, $p < .001$. Parameter estimation results showed intellectual stimulation, idealized influence (behavior), inspirational motivation, idealized influence (attributed) individualized consideration, contingent Reward, management by exception Passive and management by exception Active are significant predictor for the employee continuance commitment towards change. However Intellectual stimulation, inspirational motivation and idealized influence (attributed) have insignificant positive relationship with continuance employee commitment towards change. While idealized influence (behavior) and individualized consideration are positively associated with continuance employee commitment towards change, $\beta = .372$, $SE = (.013)$, $t = 28.066$, $p < .001$ and $\beta = .673$, $SE = (.018)$, $t = 35.752$, $p < .001$ Whereas contingent reward has positive but insignificant relationship with employee continuance commitment towards change, $\beta = .029$, $SE = (.018)$, $t = 1.296$, $p > 0.05$. Management by exception passive and management by exception active has insignificant and negative relationship with employee continuance commitment towards change $\beta = -.015$, $SE = (.015)$, $t = -7.17$, $p > 0.05$ and $\beta = -.010$, $SE = (.011)$, $t = -.830$, $p > 0.05$.

Table 11: Regression results for the impact of leadership styles on employee continuance commitment towards change

	B	SE	t	P
Idealized influence (attributed)	.001	.024	.021	.983
Idealized influence (behavior)	.372	.013	28.066	.000
Inspirational motivation	-.002	.009	-.159	.874
Intellectual stimulation	.003	.030	.080	.936
Individualized consideration	.673	.018	35.752	.000
Contingent Reward	.029	.018	1.296	.197
Management by exception (active)	-.010	.011	-.830	.408
Management by exception (passive)	-.015	.015	-7.17	.474

H2c: Leadership styles have a significantly positive relationship with employee normative commitment towards change.

In order to measure statistical relationship between leadership styles and employee normative commitment towards change, OSL multiple regression model is assessed. Table 12 provides the regression results. The regression equation described 82% of the total variation. The egression ANOVA is significant, $F(111.094) = 7.705$, $p < 0.001$. Parameter estimation results showed intellectual stimulation, idealized influence (behavior), inspirational motivation, idealized influence (attributed) individualized consideration, contingent Reward, management by exception Passive and management by exception Active are significant predictor for the employee normative commitment towards change. However Intellectual stimulation has insignificant and negative relationship with normative employee commitment towards change, $\beta = -.023$, $SE = (.138)$, $t = -.157$, $p > 0.05$. While idealized influence (behavior) and inspirational motivation positively associated with employee normative commitment towards change, $\beta = .736$, $SE = (.058)$, $t = 14.295$, $p < .001$ and $\beta = .395$, $SE = (.042)$, $t = 9.239$, $p < .001$ respectively. Whereas idealized influence (attributed) has positive insignificant relationship with employee normative commitment towards change $\beta = .053$, $SE = (.110)$, $t = .443$, $p > 0.05$. Individualized consideration has negative relationship with normative employee commitment towards change, $\beta = -.176$, $SE = (.083)$, $t = -2.400$, $p < 0.05$. Contingent reward has insignificant relationship with employee normative commitment towards change, $\beta = .167$, $SE = (.081)$, $t = 1.939$, $p > 0.05$ and $\beta = .042$, $SE = (.044)$, $t = .943$, $p > 0.05$ respectively.

Management by exception passive has significant but negative relationship with employee normative commitment towards change $\beta = -.184$, $SE = (.067)$, $t = -2.244$, $p < 0.05$. Management by exception active is negatively associated with normative employee commitment towards change, $\beta = -.008$, $SE = (.052)$, $t = -.165$, $p > 0.05$.

Table 12: Regression Results for the Impact of Leadership Styles on Employee Normative Commitment towards Change

	β	SE	T	P
Idealized influence (attributed)	.053	.110	.443	.658
Idealized influence (behavior)	.736	.058	14.295	.000
Inspirational motivation	.395	.042	9.239	.000
Intellectual stimulation	-.023	.138	-.157	.876
Individualized consideration	-.176	.083	-2.400	.017
Contingent Reward	.167	.081	1.939	.054
Management by exception (active)	-.008	.052	-.165	.869
Management by exception (passive)	-.184	.067	-2.244	.026

DISCUSSIONS AND CONCLUSION

Human resource is a very important asset of an organization and commitment towards change is the competitive edge. Organizations, therefore, need to emphasize continuously on developing long-term relationships with their employees. Role of leadership styles and organizational culture is crucial in sustaining the employee commitment towards change which ultimately leads the organization to success. Janicijevic (2012) is of the view that, culture significantly affects the commitment

of employees towards change especially when the organizational culture is integrated into the change management strategies. On the contrary, Lok et al. (2005) have argued that there is no relationship between organizational culture and employee commitment towards change. According to Lok and Crawford (2001), organizational culture directly affects the employee commitment towards change.

Current research has included four dimensions of organizational culture which include involvement, consistency, adaptability, and mission. The results show that involvement and consistency as a part of organizational culture increase employee commitment towards change. The relationship between involvement and employee commitment towards change is strong and positive. These results are in line with the notion of Denison (2000), according to which, when employees are involved in the change plans and strategies, it facilitates in the implementation of change in the organization. The positive relationship of consistency with employee commitment towards change is in line with the research findings of Davenport (1993), according to which if organizational culture is consistent and synchronized; it enhances the employee commitment towards change. On the other hand, adaptability has a negative relationship with employee commitment towards change. Mission, as a part of organizational culture, has insignificant relation with employee commitment towards change. It shows that organizational culture has a significant relationship with employee affective commitment towards change. The dimensions of organizational culture had a different impact on affective commitment towards change. The findings depict that involvement has completely associated. It indicated that involvement has a significant relationship and one percent change in involvement will bring more than a 12 percent change in employee affective commitment towards change.

Consistency has a highly significant relationship with an effective commitment towards change. It shows that consistency in the organizational culture positively increases the employee affective commitment towards change. Consistency is an important source of inner incorporation and it brings the stability in the organizational culture (Senge & Sterman, 1992). Consistency in the organizational culture increases the desire of the employees to stay in the particular organization. Adaptability and mission have an insignificant relationship with employee affective commitment towards change. The association between organizational culture and continuance commitment towards change has been examined at two levels (leadership style and its dimensions). The regression result demonstrates that organizational culture has a considerable relationship with continuance commitment towards change. Involvement and consistency have a highly significant relationship with continuance commitment towards change. It shows that if one percent changes in involvement then it will bring 23 percent change in employee continuance commitment towards change. And one unit of change in consistency will bring more than 65 units change in employee

continuance commitment towards change. Employees want to stay in the organization. The result shows that involvement and consistency in the organizational culture realize the requirements of the employees to stay with the particular organization. Adaptability has an unconstructive relationship with continuance commitment towards change. Mission has an insignificant relationship with continuance commitment towards change.

The relationship between organizational culture and normative commitment towards change has also been examined at two levels (leadership style and its dimensions). Results reveal that organizational culture has a significant direct impact on normative commitment towards change. However, Involvement has a negative and insignificant relationship with a normative commitment towards change. However, consistency is absolutely associated with a normative commitment towards change. It shows that consistency brings 85 percent change in the normative commitment towards change. If the organizational culture is more consistent, the employees feel more sense of responsibility. Consistency is more important for creating the normative commitment towards change. Adaptability has an unconstructive connection with a normative commitment towards change. Mission has a significant relationship with a normative commitment towards change. If the mission of the organization is part of its culture, it increases the normative commitment towards change. Change in organizational mission directs to change in organizational culture (Schein, 2010).

The relationship between leadership styles and employee commitment towards change was examined at two levels (leadership style and its dimensions). Avolio et al. (2004) stated that leadership style helps in determining the commitment of the employees. Moreover, Glisson (1989) also posited that use of different leadership styles helps in bringing varying working systems which makes the organization successful. In Pakistan, the size of the faculty in the higher education institutions of Pakistan is not large which makes it easy for the organizational leaders to take care of the individual needs, and capabilities of the employees.

Use of transformational leadership style motivates the employees in accomplishing their goals. Leaders can enhance the skills of the employees through the use of transformational leadership style and as a result, they tend to show a significant level of commitment towards their employer. In order to work in the dynamic environment, organizational leaders prefer transactional leadership rather than using transformational leadership. When the culture of an organization is constant, then the transactional leadership style is most appropriate.

Wiza and Hlanganipai (2014) revealed a weak but important relationship between transactional leadership and employee commitment towards change at ($r = 1.582$, $p = .04$) level. It revealed that a significant direct effect of leadership styles on employee commitment towards change. On the other hand, intellectual stimulation has a negative and insignificant relationship with employee commitment towards change.

Idealized influence (behavior), inspirational motivation, idealized influence (attributed) and individualized consideration has a positive relationship with employee commitment towards change. These four dimensions of transformational leadership styles positively increase the employee commitment towards change. The results of the current study also highlight that idealized influence (behavior) is a more significant aspect of leadership to increase employee commitment towards change. This behavior of leaders results in the strong sense of loyalty and attachment to the organization. The contingent reward has a constructive relationship with employee commitment towards change. Management by exception passive has a major but unconstructive relationship with employee commitment towards change. And management by exception active has a positive but insignificant relationship with employee commitment towards change.

Result also indicates that there is the significant direct impact of leadership styles on affective commitment towards change. However, Intellectual stimulation, idealized influence, inspirational motivation and individualized consideration have an insignificant relationship with effective employee commitment towards change. Idealized influence (attributed) is positively associated with effective employee commitment towards change. This result shows that idealized influence (attributed) is important for the enhancement of the effective commitment towards change. If one percent changes occur in idealized influence (attributed) it will bring 81 percent change in affective commitment towards change. Contingent reward and management by exception active has an optimistic but insignificant association with employee affective commitment towards change. Management by exception passive has an insignificant and unconstructive relationship with employee affective commitment towards change.

The connection between leadership styles and continuance commitment towards change has been examined at two levels (leadership style and its dimensions). The result of this study indicates that there is the important direct effect of leadership styles on continuance commitment towards change.

However Intellectual stimulation, inspirational motivation and idealized influence (attributed) have an insignificant positive relationship with continuance employee commitment towards change. While idealized influence (behavior) and individualized consideration are positively associated with continuance employee commitment towards change. The results depict that idealized influence (behavior) and individualized consideration is more significant with continuance commitment towards change. If leaders try to involve all employees in the change process and pay attention at the individual level, then employee continuance commitment will increase. In this way, employee trusts the organization and show commitment towards the organization. The contingent reward has a positive but insignificant relationship with employee continuance commitment towards change. Management exception passive and management exception

active has an insignificant and negative relationship with employee continuance commitment towards change.

The relationship between leadership styles and normative commitment towards change has been verified at two levels (leadership style and its dimensions). The result of this study indicates that there is the significant direct impact of leadership styles on normative commitment towards change. However Intellectual stimulation has an insignificant and negative relationship with normative employee commitment towards change. While idealized influence (behavior) and inspirational motivation positively associated with employee normative commitment towards change. The result shows that one percent change in idealized influence (behavior) will bring 73 percent positive change in normative commitment towards change. And one percent change in inspirational motivation will bring more than 35 percent change in normative commitment towards change. Idealized influence results in employees' high level of admiration and faith that extend a strong sense of reliability and affection. These leaders believe more on employees' faith and trust rather than system, position and they have achievable vision. Inspirational motivation helps the leaders inspire the employees by giving important challenges so that employees feel valued. (Bass & Avolio, 1994). Whereas, idealized influence (attributed) has a positive insignificant relationship with employee normative commitment towards change. Individualized consideration has a negative relationship with normative employee commitment towards change. The contingent reward has an insignificant relationship with employee normative commitment towards change. Management by exception passive has a significant but negative relationship with employee normative commitment towards change. Management by exception active is negatively associated with normative employee commitment towards change.

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