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Article

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Pakistan Journal of Commerce and Social Sciences (PJCSS)

Provided in Cooperation with:

Johar Education Society, Pakistan (JESPK)

Suggested Citation: Abbas, Ghulam; Khalily, Muhammad Tahir; Riaz, Muhammad Naveed (2016) : Mediating role of work-related attitudes between leadership styles and well-being, Pakistan Journal of Commerce and Social Sciences (PJCSS), ISSN 2309-8619, Johar Education Society, Pakistan (JESPK), Lahore, Vol. 10, Iss. 2, pp. 257-273

This Version is available at:

<https://hdl.handle.net/10419/188252>

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Mediating Role of Work-Related Attitudes between Leadership Styles and Well-Being

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Abstract

The main purpose of the study is to examine the mediating role of work-related attitudes between two leadership styles and well-being of university teachers. The work-related attitudes included job satisfaction, organizational commitment, turnover intention and innovative work behavior. It is a survey based research in which cross-sectional design has been used. Thus data were collected using Multifactor Leadership Questionnaire, Job Satisfaction Scale, Organizational Commitment Scale, Turnover Intention Scale, Innovative Work Behavior Scale and Warwick-Edinburg Mental Well-Being Scale. Participants comprised of 756 teachers (including 156 Head of Departments and 600 teachers). Hierarchical regression analysis confirmed that work-related attitudes partially mediated between leadership styles and well-being of teachers. The study explained that supervisors in the educational institutions directly influence the job of the subordinates and job related attitudes of subordinates affect their well-being.

Keywords: leadership styles, work related attitudes, well-being

1. Introduction

Leadership capacity can central in impacting employees to accomplish the organizational vision and goal (Yukl, 2002). Leadership is the most vital, basic and complicated job that work as the basis of strong organizational performance. Various model of leadership were proposed in the past century to understand leadership with its changing nature (Manning & Curtis, 2003). Storey (2004) proposed four phases of the overall leadership development including pre-classical, classical, modern and post-modern era. Now the leadership has entered into postmodern era in which the most recent developments are known as *the New Leadership Approaches*. In the present study, Full Range Leadership Theory (Bass & Reggio, 2006) is focused which is also a theory of *New Leadership* paradigm. The theory

has three styles of leadership out of which two first order effective styles of leadership including transformational and transactional are focused in this research.

Leadership in which a person is able to stimulate and inspire subordinates to attain extraordinary results is known as transformational leadership. Transformational leaders concern with the growing needs of subordinates, by helping them to look at problems with new prospective, would be able to stimulate, inspire and excite subordinates to achieve mutual goal (Robbins & Coulter, 2007). Theory of transformational leadership is all about leadership by taking care of each other's comfort or interest and working for the interest of group that creates a significant change in subordinates of organization (Warrilow, 2012). When view through the context of Maslow's hierarchy of needs, basic levels of need satisfaction is the main focus of transactional leaders. By using an exchange model, rewards are given for positive outcomes or good work (Hargis et al., 2001). Considerations have also been given to some advantageous effects that leadership ought to be exercise on the employees' well-being.

2. Literature Review

Dutton et al. (2002) presented some research based results in which mental health of the workers was improved due to positive leadership influences. Research conducted by Van Dierendonck et al. (2004) revealed that the employee well-being is directly associated with the high and positive quality leadership. Gilbreath and Benson (2004) investigated the relationship of supervisory behavior and the well-being. The research results exposed positive relationship between positive supervisory behavior and employee well-being. Turner et al. (2002) give some theoretical frame for the major positive relationship between transformational leadership and employee psychological well-being. Bass and Avolio (1994) said that constituent of transformational leadership and psychological well-being are especially relevant. Increased levels of job satisfaction and reduced turnover intentions are consequences of transformational leadership (Nemanich & Keller, 2007; Rafferty & Griffin, 2004).

Transactional leaders also exercise influence on their subordinates (Boseman, 2008). Similarly, transactional leadership of supervisors is associated with the well-being of subordinates through direct and mediational paths. Besides well-being, transactional leadership is also linked with various job outcomes including higher job satisfaction, organizational commitment and lower turnover intention in the university (Hayward et al., 2004; Samad et al., 2015). Research (Jung, 2001; Mumford et al., 2002) confirms that both styles are also associated with creativity and innovative work behavior of subordinates. The existing researches posit that leadership styles influences the well-being and job outcomes of the subordinates. However, the present study has focused on mediation of work outcomes between leadership styles and subordinates' well-being. Recent research (Adegbesan, 2013; Heidmets & Liik, 2014) also confirms the direct and mediational effect of institutional head's leadership styles on the well-being of teaching staff in the educational sector. Alimo-Metcalfe et al. (2008) examined the mediating role of work attitudes between supervisors' leadership and well-being of subordinates.

In this way,

- **H₁:** Work related attitudes are likely to mediate between transformational leadership and well-being.

- **H₂:** Work related attitudes are likely to mediate between transactional leadership and well-being.

3. Conceptual Framework

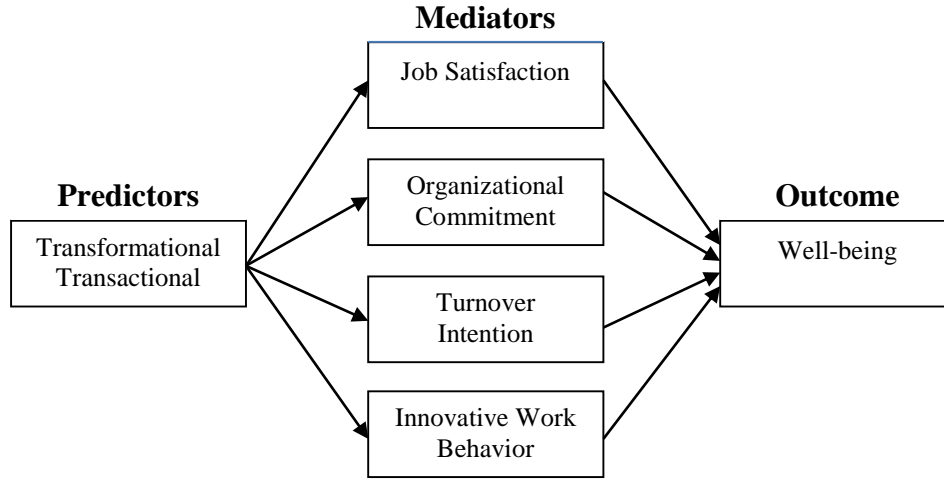


Figure 1: Mediation of Work-Related Attitudes

Figure 1 shows that the present study is based on a mediational model. Association between leadership and work related attitudes in well-researched in the indigenous researches. Similarly, role of work related attitudes in predicting well-being of employees is also thoroughly studies in numerous studies in Pakistan. The present study has integrated these relationships (leadership-work related attitudes) and (work related attitudes-well-being) in a single mediational model which is also in part empirically supported by the existing research in different contexts other than Pakistan. Thus the mediational model is based on the assumption that work-related attitudes mediate between leadership styles of heads and well-being of subordinate teachers in universities.

4. Methodology

4.1 Participants

A sample of 756 teachers (including 156 Head of Departments and 600 subordinates) was collected by using the purposive sampling technique. Sample was collected from public sector universities of all of the four provinces of Pakistan. The entire sample was consisted of 156 heads of departments of different faculties. Every head of department was rated by his or her subordinates on leadership styles. Consequently, a total sample of 600 subordinates participated in the study including Lecturers ($n = 377$, 65.8%), Assistant Professors ($n = 175$, 30.5%), Associate professors ($n = 06$, 1%), and Professors ($n = 12$, 2.1%). Cross-sectional survey design based research was conducted. Informed consent was taken from the supervisors and the subordinates in written form. Full time job experience of at least one year was ensured as inclusion criteria and every subordinate had worked under his or her head’s supervision for a time period of six months. As Ashforth et al. (2007) demonstrated that at least four to six months of job experience are necessary for traditions learning and socialization in an organization.

4.2 Instruments

4.2.1 Multifactor Leadership Questionnaire

Bass and Avolio (1995) constructed an instrument to measure leadership in organizations. It is 36 items scale with three subscales out of which only two were used in this research. Thus transformational having 20 items and transactional containing 12 items were used. No reverse item exists in the scale and participants give response on five possible options with 1 depicting strongly disagree and 5 representing strongly agree. High and low scores indicate high and low leadership behaviors on the underlying style. According to the existing research in Pakistan, it is proved as a reliable and valid instrument (Riaz, 2015).

4.2.2 Job Satisfaction Scale

Guimaraes and Igbaria (1992) constructed a 6 item scale for measuring satisfaction of employees with their jobs. All positively worded items and rated on a rating scale with five options with 1 representing strongly disagree to 5 indicating strongly agree. Low scores are indicator of lower job satisfaction and vice versa. According to the existing research in Pakistan, it is proved as a reliable and valid instrument (Riaz et al., 2015).

4.2.3 Organizational Commitment Scale

Mowday et.al. (1979) devised this scale for measuring employees' commitment with their organizations. The 15 items scale has 5 reverse items. The scale has five response categories in which 1 refers to always and strongly disagree and 5 represents strongly agree. Greater employees' commitment with their organizations is assessed with higher scores and vice versa. According to the existing research in Pakistan, it is proved as a reliable and valid instrument (Tayyab, 2007).

4.2.4 Turnover Intention Scale

Seashore et al. (1982) constructed 4 item scale to measure employees' inclination of quitting jobs. By using the five response options in which 1 shows strongly disagree and 5 yields strongly agree, the lower scores show low inclination of quitting job and higher scores alarms to inverse possibility. According to the existing research in Pakistan, it is proved as a reliable and valid instrument (Riaz et al., 2015).

4.2.5 Innovative Work Behavior Scale

Janssen (2000) constructed this scale to quantify the innovative behaviors of employees in job setting. With 9 items which are positively worded, the scale has five response categories in which 1 refers to always and strongly disagree and 5 represents strongly agree. Greater innovative behaviors are assessed with higher scores and vice versa. According to the existing research in Pakistan, it is proved as a reliable and valid instrument (Riaz et al., 2015).

4.2.6 Warwick-Edinburg Mental Well-Being Scale

Tennant et al. (2007) developed this scale to measure well-being. It contains 7 items which are positively worded and rated on a rating scale with five options with 1 representing strongly disagree to 5 indicating strongly agree. Low scores are indicator of lower well-being and vice versa. According to the existing research in Pakistan, it is proved as a reliable and valid instrument (Batool, 2015).

4.3 Procedure

List of universities from Higher Education Commission Pakistan was obtained. After identifying the targeted universities, references were located in the universities in order to increase the response rate and to ensure the accuracy of the information. The targeted universities were personally approached for the purpose of data collection. After approaching the participants the researchers gave the self-introduction and then introduced the nature, purpose and importance of the study. Researchers also ensured the confidentiality of the information by stating to the participants that the information taken from them will be used only for academic research purpose. Brief written and oral instructions were given to the participants and informed consent was also taken in written form. After taking informed consent questionnaires were administered to the participants of the research. The researchers paid special attention and remained vigilant during the completion of the scales and assisted the participants in problems regarding understanding of any questions. After the completion of the scales, intentionally or unintentionally missing information was again taken from the participants on personal request. At the end, the researchers thanked the concerned authorities and the immediate participants in the organizations for their cooperation in the study.

5. Results

Table 1: Psychometric Properties of Variables

Variables	N	M	SD	α	Potential Range	Actual Range	Skewness	Kurtosis
Transformational	573	70.35	11.42	.86	20-100	20-100	-.69	1.71
Transactional	573	40.02	5.90	.81	12-60	18-60	-.02	.91
Well-Being	573	26.79	4.49	.79	10-50	13-35	-.23	-.29
Job Satisfaction	573	21.41	4.34	.80	6-30	6-30	-.41	.04
Organizational Commitment	573	51.77	6.05	.73	15-75	29-70	-.01	.49
Turnover Intention	573	10.44	3.95	.88	4-50	4-20	.13	-.78
Innovative Work Behavior	573	33.80	5.97	.90	9-45	9-45	-.42	.55

Table 1 shows that all scales and subscales used in the present study have greater than .70 alpha reliability coefficients which indicate satisfactory internal consistency. Values of skewness and kurtosis for all scales and subscales are less than 2 which indicate the normality of the data.

Table 2: Pearson Correlation among Variables

Variables	1	2	4	6	7	8	9
1. Transformational	-	.74***	.33***	.34***	.27***	-.11**	.33***
2. Transactional		-	.28***	.26***	.15***	.07	.27***
3. Well-Being			-	.40***	.34***	.27***	.33***
4. Job Satisfaction				-	.42***	.34***	.39***
5. Organizational Commitment					-	.45***	.29***
6. Turnover Intention						-	-.13**
7. Innovative Work Behavior							-

* $p < .05$. ** $p < .01$. *** $p < .001$.

Table 2 shows results of the Pearson correlation. Transformational leadership style has positive correlation with transactional leadership, well-being, job satisfaction, organizational commitment, and innovative work behavior whereas significant negative correlation with turnover intention. Transactional leadership style has significant positive correlation with well-being, job satisfaction, organizational commitment and innovative work behavior. Well-being has significant positive correlation with job satisfaction, organizational commitment and innovative work behavior whereas significant negative correlation with turnover intention. Job satisfaction has significant positive correlation with organizational commitment and innovative work behavior whereas significant negative correlation with turnover intention. Organizational commitment has significant positive correlation with innovative work behavior whereas significant negative correlation with turnover intention. Turnover intention has significant negative correlation with innovative work behavior. Correlation coefficients for study variables are in theoretically consistent directions which provide information regarding the construct validity of the scales.

All theoretical, conceptual and statistical assumptions for mediation analysis suggested by Baron and Kenny (1986) through hierarchical regression were addressed. Correlations among the variables were also confirmed and normality of the data was also ensured.

Table 3: Hierarchical Regression Analysis of Transformational Leadership Style and Well-Being

S. N.	Predictors	Outcome: Well-being			
		Model 1 <i>B</i>		<i>B</i>	95% CI <i>LL, UL</i>
1	(Constant)	15.51***		13.39***	[11.03, 15.67]
	Transformational Leadership	.13***		.08***	[.05, .11]
	Job Satisfaction			.33***	[.25, .42]
	<i>R</i> ²	.11		.20	
	<i>F</i>	77.54***		74.07***	
	ΔR^2		.09		
	ΔF		68.17***		
2	(Constant)	17.57***		9.02***	[5.25, 12.18]
	Transformational Leadership	.13***		.10***	[.07, .13]
	Organizational Commitment			.20***	[.15, .26]
	<i>R</i> ²	.11		.18	
	<i>F</i>	71.54***		63.74***	
	ΔR^2		.07		
	ΔF		49.83***		
3	(Constant)	17.57***		21.16***	[18.78, 23.55]
	Transformational Leadership	.13***		.12***	[.09, .15]
	Turnover Intention			-.23***	[-.36, -.19]
	<i>R</i> ²	.11		.16	
	<i>F</i>	71.54***		57.71***	
	ΔR^2		.05		
	ΔF		39.12***		
4	(Constant)	17.57***		13.50***	[11.03, 15.97]
	Transformational Leadership	.13***		.09***	[.07, .13]
	Innovative Work Behavior			.19***	[.13, .25]
	<i>R</i> ²	.11		.16	
	<i>F</i>	71.54***		57.15***	
	ΔR^2		.06		
	ΔF		38.12***		

p* < .05. *p* < .01. ****p* < .001.

Table 3 shows results of hierarchical regression analysis demonstrating mediation of job satisfaction between transformational leadership style and well-being. In step 1 transformational leadership was entered into regression equation predicting well-being. (1) In the second step job satisfaction was entered. The .06 value of *R*² change explains variance of 08% by additional effect in well-being. The regression weights substantially

reduced (.13 to .08) but were significant. (2) In the second step organizational commitment was entered. The .07 value of R^2 change explains variance of 07% by additional effect in well-being. The regression weights substantially reduced (.13 to .10) but were significant. (3) In the second step turnover intention was entered. The .05 value of R^2 change explains variance of 05% by additional effect in well-being. The regression weights substantially reduced (.13 to .12) but were significant. (4) In the second step innovative work behavior was entered. The .06 value of R^2 change explains variance of 06% by additional effect in well-being. The regression weights substantially reduced (.13 to .09) but were significant. If the regression weight is reduced, but it is still significant, it provides evidence of partial mediation (Baron & Kenny, 1986). It means that independent variable has both direct effects on dependent variable and indirect effects through mediator variable.

Table 4: Hierarchical Regression Analysis of Transactional Leadership Style and Well-Being

S. N.	Predictors	Outcome: Well-being			
		Model 1 <i>B</i>		Model 2 <i>B</i>	95% CI <i>LL, UL</i>
1	(Constant)	19.25***		13.25***	[10.76, 15.78]
	Transactional Leadership	.21***		.14***	[.08, .20]
	Job Satisfaction			.36***	[.28, .44]
	<i>R</i> ²	.07		.19	
	<i>F</i>	48.90***		69.11***	
	ΔR^2		.11		
			82.35***		
2	(Constant)	18.25***		7.71***	[4.28, 11.11]
	Transactional Leadership	.21***		.17***	[.11, .23]
	Organizational Commitment			.36***	[.17, .28]
	<i>R</i> ²	.07		.17	
	<i>F</i>	48.90***		60.22***	
	ΔR^2		.09		
			65.97***		
3	* (Constant)	18.25***		21.12***	[18.69, 23.54]
	Transactional Leadership	.23***		.21***	[.17, .29]
	Turnover Intention			-.34***	[-.42, -.25]
	<i>R</i> ²	.07		.16	
	<i>F</i>	48.90***		56.78***	
	ΔR^2		.08		
			59.64***		
4	(Constant)	18.25***		13.54***	[10.85, 16.23]
	Transactional Leadership	.21***		.15***	[.09, .21]
	Innovative Work Behavior			.20***	[.14, .26]
	<i>R</i> ²	.07		.15	
	<i>F</i>	48.90***		50.15***	
	ΔR^2		.07		
			47.42***		

p* < .05. *p* < .01. ****p* < .001.

Table 4 shows results of hierarchical regression analysis demonstrating mediation of work-related attitudes between transactional leadership style and well-being. In step 1 transactional leadership was entered into regression equation predicting well-being. (2) In the second step job satisfaction was entered. The .11 value of *R*² change explains variance of 11% by additional effect in well-being. The regression weights substantially reduced

(.21 to .14) but were significant. (2) In the second step organizational commitment was entered. The .09 value of R^2 change explains variance of 9% by additional effect in well-being. The regression weights substantially reduced (.21 to .17) but were significant. (3) In the second step turnover intention was entered. The .08 value of R^2 change explains variance of 8% by additional effect in well-being. The regression weights substantially reduced (.23 to .21) but were significant. (4) In the second step innovative work behavior was entered. The .07 value of R^2 change explains variance of 7% by additional effect in well-being. The regression weights substantially reduced (.21 to .15) but were significant.

6. Discussion

The study examined the mediating effect of work related attitudes between transformational-transactional leadership and well-being. Four work related attitudes were focused in the present study including job satisfaction, organizational commitment, turnover intention and innovative work behavior. The first hypothesis “work related attitudes are likely to mediate between transformational leadership and well-being” was supported in the present research. Job satisfaction possess a strong relationship with transformational leadership and psychological wellbeing (Nielsen *et al.*, 2009; Turner *et al.*, 2002; Djibo, *et al.*, 2010; Kovjanic *et al.*, 2012). Job satisfaction can be discussed as the overall evaluation about one's tasks, work goals and demands by him/her (Weiss *et al.*, 1999). There are two known schools of thought with respect to job satisfaction. The first suggests about an overall satisfaction of an individual (Gallup & Newport, 2005). The second school of thought believes that job satisfaction is the sum of multiple aspects (Weiss *et al.*, 1999).

The findings show that job satisfaction acts as a mediator between the two variables with a variance contribution of 8%. Transformational leadership is usually related to increased level of job satisfaction (Conger *et al.*, 2000). As transformational leadership increases, leaders pay higher regards to employees, their opinions are valued and equally weighed in the organizational decisions. Research has found that an adult's life satisfaction can be explained by satisfaction in the workplace which leads to overall well-being as well (Harter *et al.*, 2003). Because people spend a great deal of their adult life in the work place, it is logical to assume that the psychosocial work environment is a great influential factor to people's health and well-being. Prior research has shown that employee well-being is linked with employee productivity, and the success of the organization as whole (Harter *et al.*, 2003). It has also shown that it has strong influence by the social, physical and psychological environment (Gilbreath & Benson, 2004).

Organizational commitment explained 7% variance by additional effect in well-being. Gilbreath and Benson (2004) established the influence of leadership on well-being of employees. The findings revealed that transformational leadership (aids in communication, employee control, and organizing well, in consideration for the well-being of employees) has significant role for employees' well-being and its impact on lifestyle, age, stressful work and life events, social support from coworkers and at home. In short by improving the work related attitudes of the subordinates, transformational leaders contribute to their well-being (Arnold *et al.*, 2007). Turnover intention explained variance of 5% by additional effect in well-being that confirms the hypothesis of mediation. Kedsuda and Ogunlana (2008) found negative association between transformational style of leadership and turnover. More specifically transformational leadership decreases the turnover intentions among subordinates which increases the well-being of the subordinates.

Innovative work behavior explained variance of 6% by additional effect in well-being. Janssen (2000) reports innovation as the conceptualization and implementation of new products and services in a workplace, any group or an organization, aiming for the benefit of that place. Innovation is the prime requisite in order to gain long-term organizational economical achievement. Studies have been carried out on the aspects that facilitate employees in innovative work behavior. Innovative work behavior contributes to employees' health and well-being because it is linked with the positive use of mind and healthy mental activity like creativity and innovativeness (Mumford et al., 2002; Scott & Bruce, 1994). The study confirmed the partial mediation which indicates that transformational leadership is not only directly related to the well-being of subordinates but also effects the work related attitudes of the subordinates which leads towards improved well-being.

The second hypothesis "work related attitudes are likely to mediate between transactional leadership and well-being" was supported in the present research. Transactional leadership explained 11% variance by an additional effect in well-being. Bass (1998) described transactional leadership through reflection of various effects on satisfaction. Several aspects reveal a positive impact of transactional style of leadership on employees' satisfaction. Overall, transactional style has positive relationship with job satisfaction. The findings are in line with the mediational hypothesis related to the effect of transactional leadership on the well-being of university employees (Samad et al., 2005).

Organizational commitment explained variance of 9% by additional effect in well-being. Nyengane (2007) concluded that employees' commitment reveals the quality of leadership style. Hence it is logical to assume that leadership style has a significant association with organizational commitment. Earlier researches reflect direct significant positive effect of leadership pattern and organizational commitment. Transactional leadership is usually related with organizational outcomes like the willingness of subordinates to put in efforts for fulfillment of tasks (Bass, 1985). According to researchers (Al-Aameri, 2000; Meyer & Herscovitch, 2001) the transactional style promotes commitment of employees in a positive manner which enhances the well-being of the employees.

Turnover intention explained variance of 8% by additional effect in well-being. Transactional style is referred as a style which is "instrumental" and has great focus on exchange of healthy and positive relations with the followers (Ogbanna, 2000). Transactional leaders dwell into sound mechanism for implementation of strategies that attract the employees, cause reduction in turnover intentions and enhance psychological well-being (Kaiser and Hogan, 2007; Lord & Brown, 2004; Sheard & Kakabadse, 2004). Gustainis (2004) reported the same role of transactional leadership in psychological well-being with turnover intentions as mediator.

Innovative work behavior explained variance of 7% by additional effect in well-being. Research findings report that transactional leaders promote innovation in working styles (Stone et al., 2004; Geijsel et al., 2003). The transformational leaders focus more towards the subordinates as compared to the other operational processes. It is important to note that transformational style is specially regarded as valuable, ethical and authentic leadership style. Riaz (2009) found that transformational leadership style inculcates innovative work behavior, transactional style can be referred as equally effective in the Pakistani banking sector. Chen and Chen (2007) concluded that for more innovative proceedings, transformational style should be combined with transactional style of leadership. The

reinforcement and reward system are mainly used by transactional leaders in order to enhance the innovation and better work performance (Gregory, 2006; Jung & Sosik, 2002). Overall the study has important implications in the field of organizational psychology.

7. Implications and Limitations

The present study has empirical value. In current decades, after the rise of positive psychology in general and positive organizational behavior in particular, well-being of employees is more focused. The present study has confirmed the direct and mediational effect of leadership on employees' well-being. Thus by practicing transformational and transactional leadership in educational institutions, well-being of the university teachers can be enhanced which is proved through partial mediation. Besides yielding the direct effect, the study confirmed that leaders influence well-being of subordinates through affecting their job outcomes. The study also has limitations in some aspects. First, this study comprised on two leadership styles from the Full Range Leadership Theory. It would serve to be more useful by taking into account all the nine factors of theory. This study is carried out through cross-sectional survey research design that generally yields lower levels of internal validity. The issues of social desirability are still considerable due to self-reported nature of data.

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