



## Corollary of Various Leadership Styles on the Quality of Education and Faculty Performance with the Moderation of Organizational Politics: A Study from Pakistani Public Universities

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### ABSTRACT

Financial knowledge is necessary for money management. The objective of this research is to determine the level of financial knowledge and its effect on financial literacy among university students in Punjab, Pakistan. The data was collected through a questionnaire among the different management, economic, and business students in the different universities of Punjab, Pakistan. Data were analyzed through Smart-PLS. Results showed a significant effect of financial attitude and financial Behavior on financial literacy. It also indicates that financial Behavior and financial attitude have a direct positive effect on financial literacy. While the financial influence has a non-significant and negative impact on financial literacy. This research helps to contribute to the review of literature on determinants of financial literacy among university students in the future. This study is causal to investigate the effect of leadership styles on university performance. In leadership, two dimensions are analyzed first is autocratic leadership style and second is democratic leadership style. While in University performance, two dimensions are taken, the first one is the employee's performance and the second one is quality of education. Primary data were collected through the questionnaire from the university professors from 30 public sector universities in Punjab. This study proved a negative relationship between autocratic leadership style on employees' performance and quality of education. Moreover, there has been a positive relationship between democratic leadership style on the employee's performance as well as on the quality of education. Organizational politics enhances the negative relationship between autocratic leadership style and employees' performance and quality of education. In addition to that, its effect is weak in the positive relationship between democratic leadership style on employees' performance and quality of education. This study is helpful for the ministry of education to improve university performance by incorporating the findings in the policy formulation.



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## 1. Introduction

In the contemporary develop epoch, education is the most imperative for the enlargement of societies. Pakistan is one of the most eminent country in the world its is legendary and well known for its achievements in similarly in the aerobics instructions sector, IT and the most legendary in the armed forces also. But from the 1947 to the

cultivate currently merely eight universities that are in the QS ranked. Higher education of Pakistan spends a lot of funds in the encouragement of the advancing of the education. There might be a lot of other things like political instability, lack of appropriate economic growth but this is on the purpose n the assuring to classify the causes in the issues of the lacking of the standardize in the providing of the education. There is a popularity of the index students prefer to go the well reputed educational institutions rather than to go in ordinary institutions like quality of education is from the al the educational intuitions. There is a direct relationship of the employees' performance on the quality of education like when the employees that are the faculty members are more with the enthusiasm will directly bring the quality of the education. In the comparison of the quality of education with the developed countries they give more focus on the feedback from the students. In the Pakistan the students usually can able to give there feedback to the upper staff that is on of the reason in the lacking to compete in the world educational setup. In Pakistan in the universities most of the jobs are on the basis on the permanent basis and the time spam is very high when a person is on the regularization of the jobs by the board of directors there is very least chances of removal. There is involvement of the other political factors like when the faculty members are involved in the political thongs and in the opposite side of the completion it's a very well-known reason in the diminishing of the quality standard. The function of administrative guidance is bigger in the universities in resulting conscript because the intensity of education is vigorous for Pakistan. In the top countries in perspective of providing quality of education these are the list of the high quality of education countries.

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United States	100
Australia	98.4
Canada	93.7
United Kingdom	92.6
Germany	89.4
Belgium	84.7
South Korea	83.1
China	80.2
Japan	78.4
Netherland	76.2

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Source: Beeby, C. E. (2013). Harvard University Press.

Akter (2017) examined that in the public and private sectors organizational politics is a cause if the diminishing of the employees satisfaction and affecting in the progress of the faculty members. There is another opinion is also that it's not bad it might be in the involvement of the faculty progress and it brings the more involvement and expansion of the talent. According to Mishra, Sharma, and Swami (2016) examine that there is more politics in public sector institutes rather than in the private sector. Quality of education is not a priority in public sector institutes.

## 2. Literature Review

**Employees' performance:** According to by Kianto, Vanhala, and Heilmann (2016) *'Employees' performance is the interaction of the employees behaviours, and that Behaviour is indomitable by the interface of the employee's determinations plus aptitudes in the organization, as it signifies the talent of the employee to accomplish the goal of the job, and it is the outcome which the employees achieve when they do any job in the organization'*.

**Quality of Education:** Definition of education quality according to Sayed and Ahmed (2015) said: *"Education quality means in the boards of wisdom where students have achieved relevant learning outcomes and achieved proficiency in research"*.

**Autocratic Leadership Style:** Definition of autocratic leadership style is given by Yukl and Mahsud (2010) *"An autocratic leader has a perfect hallucination that is transferred to the workforce and around stays no slip up for the assistants to behind the operation plus visualization of the organization"*. Autocratic leaders have solid and commanding aptitude, and they take the least input from the subordinates. Moreover all the important decisions are taken by autocratic leader himself (Rast III, Hogg, & Giessner, 2013). Dictatorial

leaders build gaps and build distance between themselves and their followers with the intention of stressing role dissimilarities. "A system in which supreme power lies in the hands of one person and no input is taken from the subordinates" (Limbare, 2012).

**Democratic Leadership Style:** Democratic leader enhances participation at each step of decision making. Raelin (2012) identified that Democratic leader enhances people ability to know themselves and realize their abilities. Participation encourages them to utilize their hidden talents.

**Organizational Politics;** the dominant meaning of organizational politics was given by Cobb, A. T. in Nineteen eighteens: "*Organizational politics is a major characteristic of managerial existence and transmits to supremacy, right and influence. Power relics defined equally an Endeavour to encourage the deeds of alternative thespian and the aptitude to assemble resources on behalf of a goalmouth or strategy*". Bodla and Danish (2008) said that organizational politics remains complex in the civic sector rather than reserved sector.

In the previous studies the literature is in contradiction of opinions between the researchers some are in the favor of the autocratic leadership. According to Limbare (2012) examined that the autocratic behavior is more suitable for the managing of the employees and in the gaining of the quality of education. There might be a lot of reasons like in the policies making and in the out coming of the tasks on the immediately basis. The autocratic behavior knows well how to implement policies on the urgent basis and in the meeting with the subordinates and in the outcomes of the tasks. Furthermore, in the study of Akor (2014) said that there is more suitable of the autocratic leadership style on the faculty performance and in the building of the quality of education. The effect of the autocratic leadership is suitable on the timely basis completion of the activities and in the utilization of the maximum of the standards. But in the study of Wahab, Rahmat, Yusof, and Mohamed (2016) scrutinized that there is more effective of the democratic leadership style on the faculty performance and on the quality of the education its effect on the expansion of the digitalization of the things on the getting of the things. There will be more opportunities on the maximum gaining of the performance level by keeping more level of the output. When the top management and the leaders adopt the democratic leadership style it brings the more level of the satisfaction and enhance the level of the effectiveness in the gaining of the long-term things. In the modern era of the globalization, there is a survival of the maintaining of the things and it will bring the faculty performance. Additionally the collision of democratized direction and originate that it improved the operational competence leading to enhanced effectiveness. The effect of the organizational politics on the employees performance and the quality of education there is a weak role of the politics in the democratic leadership style because there is more things in the advancement of the things in the headship of the democratic behavior it brings in the long run (Mishra et al., 2016). In the democratic behavior the employees share their knowledge that was in there mind in the gaining of knowledge. In the knowledge perspective there is sharing of the more intrinsic knowledge on the maximum utilization of the democratic leadership style and it will bring the organization on the road way of success and is a vital component in the digitalization of the strategic alliance in the way of education. Nation building and in the maximum utilization of the resources there is more availability of the chances of the less beside attitude (Khan & Hussain, 2016). In the autocratic leadership style the subordinates hide their knowledge and in the less things in the digitalization there is least level of the tacit knowledge. But Dunlop (2015) said politics in the organization especially in the educational institution is not bad it can high level on the promoting of the employees and in the building of the quality of the education. Moreover the excellence of the education and the employees wellbeing is more supported in the using of the democratize way (Wahab et al., 2016) . There is more development of the staff progressive behavior in the democratic way and in the digitalization of the things. the Institution of advanced tutoring is enacting the investigation of ability members and students predominantly is a susceptible subject (Semedo, Coelho, & Ribeiro, 2016). Organization redeployment be admiring to encompass been delighted with and it helps in execute revolt in and convey the new thoughts and the convey of the skills in the digitalization of the era in the bringing of the outcomes (Zhang, Zhang, Song, & Gong, 2016). The innovation and the effective ideas are brought by the top management when it comes to the crucial things and are more expansion of the things in the era of the economic reforms and are more suitable for the expansion of the things

.There is more indispensable inspiration of employees through indicates their performance level, their interpersonal cleverness that are the predictors of their recital level performance (Naidu & Derani, 2016).

Explore that reputation of staff staff will have a optimistic consequence on the wide-reaching ranking of the association, where human resources are anxious that poor performance will lead to dismissal, it does have an advantage. It is useful in a short-term period; despotism works because there is no judgment obtained from bottom line, middle level and subordinate staff. According to Alonderiene and Majauskaite (2016) the autocratic guidance has been successful in timely achievement of projects but it does not enhance the concert of employees in the long scuttle.

### 3. Research Objectives

These are the main objectives of this study

- To investigate the relationship between autocratic leadership style and employees performance
- To investigate the relationship between democratic leadership style on employees performance and quality of education
- To identify the suitable leadership style for the betterment of staff productivity and for quality of education
- To identify the role f organizational politics between leadership styles on employees performance and quality of education

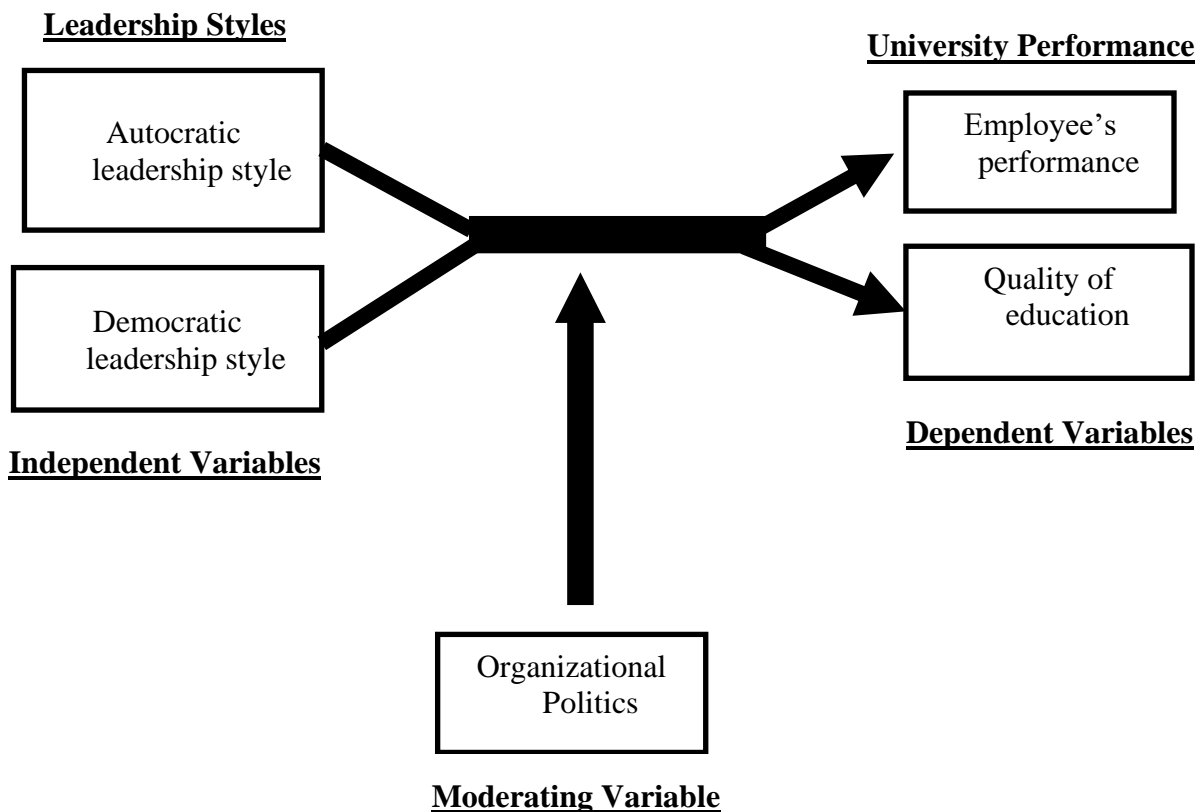


Figure 1 Research Model

### 3.1. Hypotheses

- Autocratic leadership has significantly influences employees performance and quality of education.
- Democratic leadership style has significantly influence on employees performance and quality of education..
- Organizational politics moderates the relationship between autocratic leadership style and university performance.
- Organizational politics moderates the relationship between democratic leadership style and university performance.

### 3.2. Research Methodology

This study is conducted in non-contrived environment basis on inductive approach. In Non-probability sampling convince sampling technique is used in this study. The target populations are the faculty members working in various departments of the public sector universities of Punjab. There are two hundred and sixty faculty members of various public sector universities of in the province of Punjab. The list of the public sector universities is downloaded from the official website of higher education commission of Pakistan. There are total thirty public sector universities in the province of Punjab. In the whole Punjab there is more than hundred various departments of university of the Punjab Lahore. Primary data analysis technique is used on the basis of five point likert scale. The instruments are adopted from the literature for conducting this study. Leadership styles including both autocratic leadership and democratic leadership styles measuring instrument was adopted from (Bhargavi & Yaseen, 2016). Employees' performance scale was adopted from Garcia (Garcia, 2015; Kahsay, 2012). Quality of education instrument was adopted from (Kahsay, 2012). Moreover, Organizational politics was adopted from Islam, Islam, ur Rehman, and Ahmed (2013) who have modified the instrument. SPSS 22.0 is used in this study for analyzing the hypothesis

**Table No. 1**  
**Reliability Statistics**

Variables	Cronbach's Alpha	No. of Items
Autocratic leadership style (ALS)	.934	5
Democratic leadership Style (DLS)	.762	5
Employees performance (EP)	.929	11
Quality of education (QE)	.923	11
Organizational politics (OP)	.871	12

**Table No.2**  
**Results and Discussion (Dependent Variable: Employees Performance)**

Model	R	R <sup>2</sup>	Adjusted R <sup>2</sup>	Std. The error of the Estimate
1	.815 <sup>a</sup>	.716	.714	4.27428
2	.761	.654	.653	3.48726

**Table No. 3**  
**Coefficients**

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	26.832	2.327		10.178	.000
	Autocratic_Leadership_Style	-.325	.068	-.237	-4.254	.000
	Democratic_Leadership_Style	1.231	.071	.664	12.146	.000

The above table 3 and 4 the value of the R2 is greater than zero that shows the the level of the effect on the dependent variable. The effect of the leadership styles both in the autocratic and the democratic leadership styles in the effect of autocratic leadership styles o the employees performance the value of R 2 is .716 and in the democratic leadership style on the employees performance the value of R2 is is .654. In the relationship of the

autocratic leadership style on the employees performance the relationship is negative or worse relation as the results shows ( $\beta=-.325$ ,  $P=0.000$ ). On the other side in the effect of democratic leadership style on employees performance its effect is positive as the result shows ( $\beta=1.231$ ,  $P=0.000$ ).

**Table No. 4****Model Summary (Dependent Variable: Quality of Education)**

Model	R	R <sup>2</sup>	Adjusted R <sup>2</sup>	Std. The error of the Estimate
1	.734 <sup>a</sup>	.826	.763	4.26731
2	.651	.543	.413	3.37612

**Table No.5****Coefficients (Dependent Variable: Quality of Education)**

Model	Unstandardized Coefficients		Standardized Coefficients Beta	T	Sig.
	B	Std. Error			
(Constant)	17.841	2.427		7.350	.000
Autocratic_Leadership_Style	-.184	.078	-.117	-2.359	.019
Democratic_Leadership_Style	1.287	.081	.790	15.966	.000

In the table 4 and 5 the effect of leadership styles on the quality of educations the value of R2 is greater than zero and in the autocratic leadership style on the quality of education the value of R2 is .826 and the effect of democratic leadership style on the quality of education the value of R2 is .543. Moreover in the relationship of autocratic leadership style on the quality of education there is a negative relationship as the results shows values ( $P =0.019$ ,  $\beta= -.184$ ) and the effect of democratic leadership styles on the quality of education there is a positive relationship as the results shows( $P =0.000$ ,  $\beta= 1.287$ ).

#### 4. Moderating effect of Organizational Politics on Employees Performance

**Table No.6****Coefficients (Dependent Variable: Employees\_Performance)**

Model	Unstandardized Coefficients		Standardized Coefficients Beta	T	Sig.
	B	Std. Error			
(Constant)	34.421	1.450		26.211	.000
Org_Pol_Democratic_leader	.016	.012	.305	8.576	.000
Org_Pol_Autocratic_Leader	-.027	.001	-.673	-16.464	.000

Table 6 in the moderation effect of the organizational politics on the employees performance in the autocratic leadership styles on the employees performance with the interaction of organizational politics as the results shows ( $P=0.000$ ,  $\beta= -.027$  its effect is negative. But in the relationship of the democratic leadership styles on the employees performance with the interaction of organizational politics its effect is positive as the results shows ( $P=0.000$ ,  $\beta=-0.16$ ). In the autocratic behavior the leader adopts least input from the subordinates and there might be a omg of reasons into the negative politics like in the interaction of the unions. On the other side there is positive effect there might be competitions and other like of the positive things.

## 5. Moderating effect of Organizational Politics on Quality of Education

**Table No. 7**  
**Coefficients (Dependent variable Quality of Education)**

Model	Unstandardized Coefficients		Standardized Coefficients Beta	T	Sig.
	B	Std. Error			
(Constant)	40.361	1.551		26.015	.000
Org_Pol_Democratic_leader	.015	.002	.263	7.413	.000
Org_Pol_Autocratic_Leader	-.020	.001	-.721	-20.313	.000

In the above table 5.6 there is a moderation of organizational politics between autocratic and democratic leadership styles on quality of education. As the results shows the moderation effect of organizational politics between democratic leadership style and quality of education its relationship is positive as the results shows ( $P$  value=.000,  $\beta$ =.015). But in the moderation effect between autocratic leadership on quality of education its relationship is negative as the results shows  $P$  value=.000,  $\beta$ =-.02). Moderation exists between autocracy and education quality. There is also a negative effect of autocratic leadership style on the quality of education but organizational politics suppresses the effect of autocracy and plays an enhancing role for quality of education. The hypotheses are accepted on the statistical significance value.

## 6. Conclusion

This study is proved that the faculty performance and the quality of education is directly affected by the leadership styles adopted by the top management. Furthermore, there is negative relationship of autocratic leadership and quality of education. And its effect is also negative on faculty performance. Mostly, In Pakistani universities autocratic leadership style is practiced. Furthermore, this study investigated a optimistic association between the democratic leadership style on employees' performance as well as on the quality of education. The study results show that when the top management uses autonomous leadership style then everyone will receive their right which leads to enhanced human resources routine and quality of education. The study also discovered that the democratic leadership style encourages positive competition among faculty members. While, if autocratic leadership style is practiced employees are engaged in grimy politics reducing their performance as well as the quality of education. The role of organizational politic has been found positive in determining the teaching staff performance when it acts between leadership styles and university performance. It is recommended that while appointing the top management, a personality test must be conducted to know whether they have the autocratic or democratic personality. Moreover, their last practiced leadership styles must be kept in consideration at time promotions. Special training may be provided to the top management about democratic leadership styles. This will ensure better performance of staff and will enhance educational quality in Pakistani universities.

### 6.1. Recommendations and Limitations

This study is proved that there is negative relationship of the autocratic leadership styles on the faculty performance and quality of education. While there is a autocratic behavior adopted by the top management there is a lankness of the commitment level and ultimately effected on the quality of education. Moreover in the relationship of the democratic leadership styles on the employees performance and quality of education there is positive relationship. When the top management uses the democratic behavior there is more suitable in the long run. There is several limitations in the study firstly this study is conducted in the cross sectional future cab be by including the longitudinal data. Future study can also be including the more variables and the including of the private sector universities also.

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