

Impact of Leadership Style on Employee's Commitment: Moderating Role of Organization Politics: A Case Study of Public Sector Universities of KPK

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Abstract

The aim of this study is to investigate the relationship between employee's commitment and leadership styles along with the moderating role of organizational politics in public sector universities of KPK. The researcher adopted a deductive approach with cross-sectional research design and used a quantitative methodology. Stratified random sampling has been used with an objective to ensure effective representation of the selected population. Responses from the participants were collected through a pre-structured questionnaire, which was then analyzed through the SPSS data analysis tool by using different statistical methods including descriptive statistics analysis, regression analysis, and inter-variables correlation analysis. Findings of the study show that organizational politics positively moderates the relationship of transformational and democratic style of leadership with commitment of employees. It is also provided that the study's findings would serve as a foundation for future researchers to conduct studies on the given topic in the future.

Key Words: Organizational Politics, Transformational Leadership, Employee's Commitment, Leadership Styles, Autocratic Leadership, Transactional Leadership, Public Sector Universities of Kpk, Democratic Leadership.

Introduction

The development in technology, education, and globalization of businesses has considerably increased awareness among employees regarding the treatment they get from their organizations and more specifically from the leaders or the management. Similarly, organizations are becoming more committed to developing such policies, procedures, and work environments that could help them to derive maximum benefits from their employees. The commitment of employees towards their organization is one of such constructs that has significantly retained its importance over several decades and despite a number of research studies done on the topic, it is still remained one of the highly researched topics due to its strong association with certain important variables including job satisfaction, turnover intentions, employees performance and motivation that have a significant impact over the organizations (Klein, 2016). Lack of employee's commitment towards their organization increases uncertainty, stress, feelings of distrusts, and job insecurity, which in turn negatively affect the overall performance of such organizations. Researchers have identified that organizational politics plays a crucial role in determining the possible relationship of employees with their supervisors. Park, (2016) commented that organizational politics refer to such actions of employees that are aimed to direct the intentions or efforts of others to secure a personal advantage or greater benefit for the organization as a whole. Organizational politics can be both positive and negative; for instance, in a positive perspective, it promotes coordination among employees and helps the organization in development of a highly cooperative culture, while on the other hand in negative perspective, organizational politics promote a sense of self-interest among employees and they start compromising the organizational objectives over their personal objectives.

Naim & Lenka, (2018) commented that in an organization, leadership plays a crucial role in shaping the overall organizational culture and workplace attitude of employees, which in turn makes it responsible for creating commitment among employees towards their organizations. Studies have identified four most common leadership

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styles in the past that have strong affect on the commitment level of employees towards their organization, which include transformational, democratic, transactional, and autocratic leadership styles (Johnson & Klee, 2007). Zawawi & I, (2019) found that the perceptions of employees regarding their immediate supervisors or leaders are one of the major determinants of their workplace attitude and overall commitment towards the organization. Numerous researches are conducted in past, evaluating the relationship of leadership role with employees commitment, but in spite of such a large number of studies on the given topic, it is still a subject matter of high interest for researchers because of the comparative value of the two constructs in management and organizational setting. Similarly, in past majority of the researches either focused upon the relationship of leadership role with underlying level of commitment among employees alone or in relation to job satisfaction, organizational culture, and emotional intelligence. However, organizational politics being a major construct of shaping relationships between the leadership and employees of an organization is significantly ignored. This study is aimed to evaluate the moderating role that organizational politics plays in shaping the relationship of leadership role with the underlying level of employee's commitment in public sector universities of Khyber Pukhtoon Khwa (KPK) province of Pakistan.

Background of the Industry

According to the higher education archives and libraries department of Khyber Pukhtoon Khwa, there are total 20 public sector universities in the province ("Public Sector Universities of Khyber Pakhtunkhwa | Higher Education Department," 2020). These universities are mainly funded by the provincial government and Higher Education Commission of Pakistan; in spite of these funding, the public sector universities also generate funds to meet their operational expenses through the collection of subsidized fees from the students. In order to increase educational opportunities and create more jobs, the government of Khyber Pukhtoon Khwa has established about 13 public sector universities after 2010, which are effectively serving a larger population of the province in terms of Higher Education (Zia, 2017). These public sector universities are effectively addressing the education needs of the region and committed to improving the standard of education across various fields of study, including arts, science, and technology.

Problem Statement

During the past decade, a number of both private and public sector universities have been established in KPK that caused increased competition in this particular sector of the province in terms of better service delivery and imparting quality education among the youngsters. Due to the increased investment in this sector from the private enterprises, competition for hiring competent employees also increased significantly, which in turn integrated a corporate culture in the given sector and requires the organizations to deal their employees with best corporate governing practices. Gul & Jan, (n.d.) found that public sector universities of KPK are performing better in terms of flexibility and assurance, but lagging behind the private sector universities in terms of service quality and empathy. It is further found that faculty members and employees of the public sector universities pay less attention to service quality due to lack of perceived organizational support or close supervision by the leadership in such an organization.

Bukhari & Kamal, (2018) commented that the performance of public sector universities of Pakistan is mainly attributed to government support to such organizations otherwise, the overall service quality and commitment towards imparting quality education in such organizations is considerably weak. It is further evaluated that faculty members and employees working in the public sector universities of Pakistan are greatly affected by the higher level of the perceived political culture in their organizations and job stress. A number of research studies evaluated that the underlying traditions and culture of a society has considerable implications on employee's attitude and overall commitment towards their workplace, which is quite evident from the prevailing culture and attitude of employees in the public sector universities of KPK. Therefore, a comprehensive study is required for evaluating the possible implications that organizational politics can have on the impact of leadership roles on employee's commitment towards their organizations.

Research Objectives

Following are the objective of the study:

- To investigate the possible implications of leadership styles on the overall level of employee's commitment in the public sector universities of KPK.

- To evaluate the moderating implication of organizational politics in determining the affect of leadership styles on the underlying commitment level of employee in the public sector universities of KPK.

Research Question

Since the study is aimed to evaluate the possible implications of leadership styles on the level of employee's commitment towards their organizations in the public sector universities of the KPK province of Pakistan; therefore to achieve this objective, the following research question is developed:

"What are the implications of organizational politics on the role of leadership style in shaping the commitment level of employees in the public sector universities of KPK?"

To effectively answer the given research question, two sub-questions are developed, which are given as under:

- What is the impact of leadership style on underlying commitment level of employees in the public sector universities of KPK?
- What is the role of perceived organizational politics as a moderating agent in the relationship of employee's commitment with leadership style in the public sector organizations of KPK?

Literature Review

Leadership Styles

Leadership refers to such characteristics and traits of an individual that enables him/her to lead the other people. According to [Probert & Turnbull James, \(2011\)](#), leadership is a god gifted or innate quality of some individuals; it is not something to be created learned or taught. However, there are a series of studies that explained the concept of leadership in a wider perspective, where it is provided that leadership traits can be learned and developed over time through experiences and knowledge gaining process. There are several styles of leadership, but the most commonly researched styles include transactional, transformational, democratic and autocratic styles of leadership ([Johnson & Klee, 2007](#)). In the transactional style of leadership, the leaders set certain defined goals and provide a set of instructions to the subordinates for performing the assigned duties and promote compliance through contingent rewards among the employees and appreciate good performers. [Rodrigues & Ferreira, \(2015\)](#) commented that transactional leaders believe that extrinsic factors and contractual agreements act as principal motivators for enhancing the performance of followers. However, the transactional style of leadership discourages innovation and creativity, which in turn negatively affects the satisfaction of employees from their jobs.

The transformational style of leadership encourages followers towards innovation and creativity and enables them in attaining superior needs like self-actualization and self-esteem. [Suyanto, et al., \(2019\)](#) evaluated that transformational leaders create a sense of belongingness among the employees towards their organizations and inspire them to sacrifice their self-interest for the achievement of organizational goals. [Mughtar & Qamariah, \(2014\)](#) argued that transformational leaders motivate their employees through inspirational techniques and encourages them to think innovatively for the best possible means of performing their duties and achieving the set organizational goals, which in return causes an increase in their underlying commitment level towards their respective organizations. Moreover, the democratic and autocratic styles of leaderships are opposite to one another, for instance, in democratic style the leaders adopt a more participative style of decision making and motivates his/her employees to actively participate in the decision machining process, while in the autocratic style of leadership leaders exercise significant control over decisions to be taken in the organization and very little/no value is paid to the individuals input ([Bhatti, et al., 2012](#)).

A number of studies, including the studies conducted by [Bacha & Ejigu, \(2017\)](#); [Niknamian, \(2019\)](#); [Norman, \(2015\)](#) and [Susilo, \(2018\)](#) found that leadership style has significant implications on factors like job performance, employee's motivation, job satisfaction, employee's commitment and turnover intentions in an organization. The employees usually respond to the organization and their leaders in the same manner in which they are treated by the organization. Therefore, lots of studies found that the transformational leadership has more positive implications on the employees as a whole in comparison with the other leadership styles. Similarly, [Dyczkowska & Dyczkowski, \(2018\)](#) argued that the democratic leadership also shows positive implications on the overall attitude of employees towards their organization because of the sense of empowerment and recognition imparted by such style of leadership among the employees.

Employee's Commitment

Employee commitment is defined by different researchers in different manners over time; for instance, [Passarelli, \(2010\)](#) defined employee's commitment as the feelings or perceptions of employees, when they recognize that their personal interests become aligned with the interest of their organization, while [Kim & Rowley, \(2005\)](#) defined employee's commitment as the degree of attachment that employees exhibit towards their organization. Researchers have used different models for measuring the commitment level of employees towards their organizations and how it affects the various dimensions of organizations, including organizational performance, job satisfaction, employee motivation, etc. [Meyer & Allen, \(1991\)](#) developed a model for measuring the employee's commitment towards their organization on the basis of three psychological dimensions, including affective, continuous, and normative. The authors provided that the level of employee commitment varies from employee to employee in an organization; for instance, it is possible that employees may exhibit more affective commitment towards the organization, while others do not, and the same is the case with the other dimensions of commitment.

[Kidron, \(2018\)](#) commented that employees have different benefits associated with their organizations, and therefore, each employee exhibits a different level of commitment. It is provided that due to this fact, the underlying sources that cause employees commitment also significantly vary from employee to employee within the same organization. [Johnson & Blackman, \(2013\)](#) conducted a qualitative evaluation on employee's commitment towards their organization and found that a number of factors affect the underlying commitment level of employees towards their organization; for instance, salary, leadership, management commitment, work environment, job redesigning, training and development, organizational structure, perceived organizational justice and organizational politics. [Dirgahayu, \(2020\)](#) commented that commitment of employees towards organization brings positive implications on the performance and competitiveness of an organization because when employees are more committed towards their organizations, they always exert extra efforts to help the organization in the achievement of its desired objectives.

[Fard & Karimi, \(2015\)](#) found that there is a strong implication of organizational trust on commitment of employees towards their jobs because employees feel confident while working in a trustworthy environment, where they have confidence over the management and their organizations. It is also provided that the leader-member relationship significantly contributes towards the employee's commitment to their organizations; however, this relationship is quite sensitive and needs to be managed in an effective manner to derive the maximum output. [Tripathi, \(2012\)](#) conducted an investigation on workplace ethics and its implications on the commitment of employees towards their respective organization. It further found that an ethical workplace always promotes a sense of belongingness and an imperative bond between the employees and their leadership, which in return positively affects the underlying level of commitment among employees. Similarly, another study conducted by [Clarke, \(2011\)](#) found that organizational politics is an important determinant of workplace ethics, which in turn has an indirect implication on the commitment level of employees towards their organizations. The study further evaluated that positive implication of organizational politics on workplace ethics can be achieved through close supervision and controlled communication among employees.

Organizational Politics

The exercise of power by people to achieve their intellectual objectives in an organization is referred to as organizational politics ([Modell, 2012](#)). [Vigoda-Gadot & Talmud, \(2010\)](#) commented that organizational politics among employees could influence several outcomes associated with an organization and its employees like organizational performance, employee commitment, perceived trust, and job outcomes. The social exchange theory provides that employees tend to exhibit positive responses and behavior towards their organization when they perceive a favorable and positive working environment ([Bodla, 2011](#)). Similarly, when the employees perceive bias treatment and unfavorable working environment in their organizations, they tend to react in a negative manner or reduce the favorable commitments towards their organization. [Kim, Eisenberger & Baik, \(2016\)](#) commented that a negative correlation between the perceived organizational commitment and organizational politics is observed because perceived organizational commitment among employees is driven by organization-serving behaviors, which are mostly voluntary in nature, while perceived organizational politics encourages self-serving behavior among the employees, which in turns put the organizational interest into stake.

Organizational politics and leadership style are closely related variables because the leadership of an organization plays an important role in shaping the overall culture and structure of an organization in terms of employee's behaviors,

attitudes, and overall workplace environment (Fashola, Akanni & Ajila, 2016). It is further commented that the leader-member relationship is one of the important determinants of organizational politics in an organization that determines the possible implications of organizational politics on the underlying outcomes of an organization. Kimura, (2012) commented that most of the researchers identified negative implications of organizational politics on employee’s commitment towards their organizations; however, the studies mostly ignored the underlying influence of leader-member exchange on perceived organizational politics and employee commitment. It is further provided that leader-member exchange can effectively shape the overall perceptions of employees regarding the organizational politics and how it affects the related organizational outcomes.

Theoretical Framework

After critical evaluation of the research problem and detailed study of the past literature on the subject matter under consideration, the following theoretical framework is developed for the execution of this study that provides a graphical representation of the possible relationships among the three variables of the study.

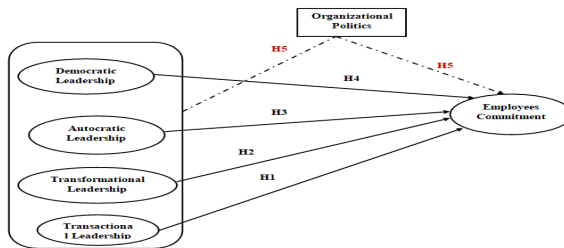


Figure 1: Theoretical Framework

In order to evaluate the possible implications of the given variables on one another, the theoretical framework helps the researcher in the development of the following hypotheses:

- H1: Transactional Leadership Style has a strong positive effect on the Employee’s Commitment.
- H2: Transformational Leadership Style has a strong positive effect on Employee’s Commitment.
- H3: Autocratic Leadership Style has a strong positive effect on Employee’s Commitment.
- H4: Democratic Leadership Style has a strong positive effect on Employee’s Commitment.
- H5: The effect of leadership styles on employee commitment is moderated by organizational politics.

Methodology

Research Design

The research is conducted using a deductive approach with a cross-sectional research design, which requires the researcher to collect data through the quantitative methodology. The quantitative methodology allows the researcher to conduct the study with minimum influence in the research process and ensure the collection of unbiased information from the participants of the study (Laslett, 1980). For collection of responses from the selected participants, the researcher has adapted close-ended pre-structured questionnaires from the studies of Bass & Avolios (1997) for the leadership facet and Meyer & Allens (1997) for the employee’s commitment; however, for organizational politics, the study of Tziner, Latham, Price & Haccoun, (1996) is used. Responses from the participants are measured on a five-point Likert scale chart that contain options from 1 being strongly disagree to 5 being strongly agree.

Table 1. Distribution of Variables

Variables	No of Items	Scales	References
Leadership Styles	Twelve	Likert Scale 1-5	(Bass & Avolios 1997)
Employee’s Commitment	Five	Likert Scale 1-5	(Meyer & Allens 1997)
Organizational Politics	Four	Likert Scale 1-5	(Tziner, Latham, Price & Haccoun, 1996)

The questionnaire consists of two parts, where part – 1 contains questions regarding the participant’s general demographic information, while the second part consists of questions regarding all the four facets of leadership styles, employee commitment, and organizational politics. The reliability of the items used in the questionnaire against each

variable is conducted using the Cronbach's Alfa coefficient, which confirms the consistency and reliability of items with their corresponding variables and with the overall objectives of the study. The results of reliability analysis are provided as under:

Table 2. Reliability Analysis

Measure	No. of Items	Cronbach's Alpha
Leadership Styles	12	0.941
Employee's Commitment	6	0.873
Organizational Politics	4	0.829

The reliability of items is evaluated against the pre-set standard value of Cronbach's Alpha coefficients, which is 0.7. The results show that all the items used in the questionnaire against their respective variables have more than 0.7 value of Cronbach's Alpha, and therefore, all the items stand reliable and consistent with the objectives of the study.

Population and Sample Size

Both the faculty and non-faculty employees of the public sector universities of KPK are taken as a population for conducting this study. However, for the convenience of the researcher and increasing reliability of the study, the researcher has used a stratified random sampling method for the selection of a highly representative sample of the selected population. The researcher divided the entire population into two strata on the basis of universities located in the northern and southern zones of the province and selected two universities in each stratum, i.e., University of Malakand and Hazara University Mansehra from the northern zone, while University of Peshawar and Gomal University D.I.Khan is selected from the southern zone. The researcher has further selected 20 employees from each university, including both the faculty and non-faculty employees, and drawn a representative sample of 80 participants. The distribution of questionnaires among the participants was made through emails and social media accounts; however, to ensure that the participants have received the questionnaires, the researcher made follow-up calls on their official and personal contact numbers. Since the selection of participants was made through personal references, therefore the researcher has ensured 100% response rate by keeping a continuous follow-up mechanism.

Analysis

Statistical evaluation of the data collected during the study is performed using the SPSS statistical analysis tool with a number of analysis methods including descriptive statistics analysis, regression analysis, and inter-variables correlation analysis to assess the validity of the hypotheses established for the given study.

Descriptive Statistics Analysis

The descriptive evaluation of respondents in relation to the four facets of Leadership Styles and the other two variables is provided as under:

Table 3. Descriptive Statistics Analysis

	N	Mean	Std. Deviation	Skewness
Trc. L	80	2.287	0.921	-2.451
Tan. L	80	3.903	0.863	3.031
Dem. L	80	3.301	0.789	3.037
Aut. L	80	2.002	0.801	-1.562
EC	80	3.861	0.931	1.029
OP	80	3.918	0.840	-0.030

Note: *Trc .L*= Transactional leadership Style, *Tan. L*= Transformational Leadership Style, *Dem. L*= Democratic Leadership Style, *Aut. L*= Autocratic Leadership Style, *EC*= Employee's Commitment, *OP*= Organizational Politics.

The table shows that the mean values of responses fall between 2.002 to 3.861, which show that the respondents have a considerably differing viewpoint on each variable. Moreover, high values of the mean for variables like transformational leadership style, democratic leadership style, employee commitment, and organizational politics

satisfy the relationships between these variables. Similarly, the degree of skewness shows that there is a significant harmony among employees regarding the transformational and democratic style of leadership, which is evident from the rightward skewness of the distribution. However, with respect to employee's commitment and organizational politics, the respondents hold a comparatively identical viewpoint. Moreover, the standard deviation values show significantly lower variation in the data, which is attributed to the use of highly relevant and reliable items in the questionnaire.

Regression Analysis

Regression is conducted to evaluate the cause and effect relationship between the different facets of leadership styles and the employee's commitment. It also evaluates the possible implications of organizational politics on both the predictor and response variables of the study.

Table 4. Regression Analysis

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	β	Std. Error	Beta		
1 (Constant)	1.302	.006		4.307	.027
Trc. L	-0.712	.327	-0.013	-2.847	.010
Tan. L	1.242	.062	.243	3.784	.000
Dem. L	.907	.081	.287	3.921	.000
Aut. L	-0.428	.453	-0.021	-1.387	.030
OP	.282	.093	.162	3.061	.002

Note: Trc. L= Transactional leadership Style, Tan. L= Transformational Leadership Style, Dem. L= Democratic Leadership Style, Aut. L= Autocratic Leadership Style, OP= Organizational Politics.

R = .728 R square= .483, F-value=45.83, with p value=0.000

F value of 45.83 and p-value of 0.000 represents the overall fitness of the regression model used for the given study. The value of R-Square shows that any variation in the leadership styles causes a corresponding variation with a rate of 45.83% in the employee's commitment towards their organizations. β_1 is the regression coefficient of Transactional style of leadership with a negative value of 0.712, which shows that transactional leadership style is negatively correlated with the employee's commitment, therefore an increase in transactional style causes a corresponding decrease in the employee's commitment level. The negative T-Value for the transactional style of leadership also confirms the same notion of inverse correlation between the two variables. Hence rejected H1 and accepted the null hypothesis that there is a significant negative correlation between the transactional style of leadership and employee commitment.

β_2 is the regression coefficient of the Transformational leadership style with a positive value of 1.242, which shows that the transformational leadership style and employee commitment have a significantly positive relationship with one another. The positive T-value of 3.78 also confirms the same notion. Hence rejecting the null hypothesis and accepted the alternative hypothesis H2. Similarly, β_3 is the regression coefficient of Democratic style leadership with a positive value of 0.907, which shows that an increase in the democratic leadership style causes a corresponding increase in the value of employee's commitment with 0.907. Moreover, the T-value for the democratic leadership style is 3.92, which confirms the same notion of a positive correlation between the two variables. Hence, rejecting the null hypothesis and accepted the alternative hypothesis H3. β_4 is the regression coefficient of autocratic leadership style with a negative value of 0.428, which shows that an increase in the autocratic style of leadership causes a corresponding decrease in the employee's commitment. There is a significantly negative correlation between the two variables, which is also confirmed by the negative T-value against the given variable. Hence rejecting H4 and accepted the null hypothesis that is autocratic leadership style has a significant negative relationship with the employee's commitment. β_5 is the regression coefficient of organizational politics with a positive value of 0.282 and a T-value of 3.061, which shows that organizational politics has a significant relationship with both the variables of the study and thus playing a moderating role in the relationship between the response and predictor variables of the study. Hence, accepting the H5 and

rejecting the null hypothesis that is “organizational politics is not playing a moderating role in the relationship between leadership styles and employee commitment.

Inter-Variable/Pearson Correlation Analysis

The correlation analysis is conducted to evaluate the direction or intensity of relationships between the four facets of leadership style and employee’s commitment along with an evaluation of how the organizational politics is moderating their relationship.

Table 5. Inter – Variable/Pearson Correlation Analysis

	Trc. L	Tan. L	Dem. L	Aut. L	OP
1. Trc. L	1				
2. Tan. L	.592**	1			
3. Dem. L	.486*	.381**	1		
4. Aut. L	.209**	-.859**	-.964**	1	
5.OP	.428**	.409**	.381**	-.419*	1
6. EC	-.328**	.487**	.402**	-.523*	-.213**

**P<..01, *P<..05 (two-tailed)

Note: *Trc .L*= Transactional leadership Style, *Tan. L*= Transformational Leadership Style, *Dem. L*= Democratic Leadership Style, *Aut. L*= Autocratic Leadership Style, *EC*= Employee’s Commitment, *OP*= Organizational Politics

Results of the Pearson correlation analysis show that there is a significant positive correlation between the two leadership style facets and employee commitment; for example, transformational and democratic style leadership positively affects the employee’s commitment towards their organization. The results also show that organizational politics is positively correlated with transformational and democratic style leaderships while showing a negative correlation with the autocratic and transactional style of leadership. Moreover, organizational politics and employee’s commitment are also negatively correlated with $r = -0.213$, which confirms that organizational politics plays a moderating role in the relationship between leadership style and employee’s commitment.

Discussion

The study was aimed to evaluate the possible relationships between leadership styles and employee’s commitment in public sector universities of KPK while considering the moderating role of organizational politics. The findings of the study evaluated that the transformational and democratic style of leadership promotes employee’s commitment to the selected organizations through positive reinforcement of organizational politics. It is also found that there is a negative relationship between the autocratic and transactional style of leadership and employee’s commitment, which is mainly attributed to the fact that such styles of leadership encourages negative political behavior among the employees, which in turns negatively affects the overall organizational politics and encourages employees to struggle for achievement of self-interests on the stake of organization’s interest. Findings of the study with respect to the relationship between leadership styles and employee’s commitment are highly consistent with the findings of studies conducted by [Bacha & Ejigu, \(2017\)](#); [Niknamian, \(2019\)](#); [Norman, \(2015\)](#) and [Susilo, \(2018\)](#), who evaluated in their respective studies, that leadership style has a significant impact over the structure and culture of an organization, which in turns shapes the overall behavior of employees and their corresponding commitment level towards the organization.

Similarly, the studies conducted by [Fashola, Akanni & Ajila, \(2016\)](#); [Kimura, \(2012\)](#) and [Kim, Eisenberger & Baik, \(2016\)](#) support the findings of the given study with respect to the relationship of organizational politics with leadership styles and employee’s commitment. The studies found that organizational politics is positively related to the transformational and democratic styles of leadership while showing a negative correlation with autocratic and transactional styles of leadership. Similarly, the findings of these studies and some of the other studies including the studies conducted by [Tripathi, \(2012\)](#); [Kidron, \(2018\)](#) and [Blackman, \(2013\)](#) supports the findings of the given study in relation to the impact of organizational politics on employee’s commitment towards their organization. The researchers evaluated that organizational politics and employee commitment have a significantly negative correlation with one another because an increase in organizational politics causing a corresponding increase in the stress and uncomfortable working conditions, which in turn negatively affects the overall commitment level of employee’s towards their organizations.

Conclusion

The study was aimed to evaluate the possible relationships between leadership roles and employee's commitment in the public sector universities of KPK while considering the moderating role of organizational politics. The study evaluated that the transformational and democratic styles of leadership positively affect organizational politics, which in turn bring positive motivation among the employees and increases their corresponding level of commitment towards their organization. It is also evaluated that the autocratic and transactional style of leadership negatively affects the organizational politics and thus causing negative implications on the employee's commitment towards their organizations. It is considered that the leadership style of the management has strong implications over the organizational culture and shaping the behaviors of employees working there, which in turn develops the overall perceptions of employees towards their job and determines their underlying commitment level towards the organization as a whole. It is concluded that organizational politics plays an important role in shaping and development of a sound organizational culture; however, the management needs to control and direct it in a positive direction through their leadership traits and styles.

Similarly, it is also provided that employees would remain committed towards their organization if a strong sense of belongingness and affiliation is developed among them. Furthermore, it is provided that comparatively fewer studies are conducted in the evaluation of the moderating role of organizational politics in determining the relationship between employee's commitment and leadership styles; therefore, the findings of this study would work as a strong foundation for the future researchers to further expand their research over the given subject matter. Similarly, future researchers can consider conducting a study in other industries and also use other variables in relation to the moderating role of organizational politics for expanding the scope of knowledge and research with respect to this construct.

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