THE FACTORS INFLUENCING JOB COMMITMENT OF TEACHING STAFF IN UNIVERSITY OF SARGODHA: MEDIATING ROLE OF TRANSFORMATIONAL LEADERSHIP

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ABSTRACT

The purpose of this study is to investigate the factors which leads to enhanced job commitment firstly through the proposal and then empirical validation of the proposed theoretical framework. The proposed model has four main dimensions which consists of personality traits, job characteristics, transformational leadership and job commitment. This is a quantitative research using a survey questionnaire as a data collecting instrument. Data is collected from University of Sargodha, University Medical College, Sargodha and University college of agriculture, Sargodha located in Sargodha, Punjab, Pakistan (n=110). That were analysed using the simple linear regression model. The results reveal that personal traits and Job characters have significant positive effect on Job Commitment and both factors are significantly and indirectly influencing Job commitment via Transformational Leadership hence proving the mediation effect. The overall proposed model is indicating that how different intrinsic and extrinsic factors can influence the perception of Leadership which plays a vital role in influencing teaching staff emotionally. This aspect of study is rarely exposed and explored and the findings are useful for management/heads to set leadership styles in a much bigger context.

KEYWORDS

Attitudes, Job Characters, Personality Traits, Transformational Leadership, Job Commitment

1. INTRODUCTION

Education sector in Pakistan is one of the fastest growing sectors. Importance of education sector has been recognized even in the developing countries and it has been observed that professional and qualified teacher's retention become a challenge for Higher Education Institutions (HEIs) in Pakistan as the turnover rate has been significantly increased in recent years (Shah, Fakhr, Ahmad, & Zaman, 2010). Especially in Sargodha the number of institutes are rapidly increasing causing a

sense of competition in the market, the institutions are striving to find well qualified faculty and the difficulty for these institutes is to find committed teaching staff as due to increase opportunities the staff tends to rotate their jobs to different institutes. It results in decreases of overall organizational performance (Hancock, Allen, Bosco, McDaniel, & Pierce, 2011). These institutes require stability in their internal environment to improve efficiency in order to compete in the market as there is an increasing trend of considering educational institutes as a business unit with basic purpose of earning value. Especially in context of Universities, so our focus in this context is on University of Sargodha, which was established in 2002, it's a public-sector institute and currently it stands eleventh in ranking of Higher Education Commission of Pakistan, having sub campuses in Lahore, Mianwali, Mandi-Bahauddin, Bhakkar, Gujranwala, Faisalabad and Women Campus Faisalabad. Except for the campuses in Bhakkar and Mianwali all other sub campuses are established under public private partnership.

There is a lack of qualified faculty in University of Sargodha and most of the qualified people tend to go for any other institute. Teaching staff is the prime asset of an educational institute as reputation of an institute is directly related to its intellectual capital. Hence to retain the qualified and well reputed faculty is directly associated with the value earning of the educational Institutes, so it's of vital importance to research into the antecedents that are influencing the job commitment of the teaching staff of Sargodha university.

Theoretical conceptualization on the determinants of job commitment is divided into two different approaches known as Situational and Dispositional approaches. In accordance with situational approaches employees job commitment reflect the characteristics of the job, and more favourable the Job characteristics will, the higher will be the job commitment (Cohrs et al., 2006; Hackman and Oldham, 1975) whereas dispositional approaches say that job commitment is a function of individual traits and some individuals will have higher Job commitment irrespective of the Job conditions (Judge et al., 2002). There is another aspect called social information processing model which is introduced by Salancik and Pfeffer (1978) states that employees rely on informational cues received from their social contexts when making assessments about their work environments so in that context leaders seemed to be the most relevant cues and the leadership behaviour could shape essential social contexts hence it is argued that there will be an influence on the job commitment of the style of leadership as perceived by the employees.

In our model we are taking all these three aspects that can affect job commitment, the present study has three research purposes. First, it's going to examine the explanatory power of the situational (Job characters) and dispositional approaches (personality traits) and leader ship behaviour specifically transformational leadership on the follower's job commitment. Secondly it is going to investigate that how the different personal traits impact the perception of transformational leadership. Thirdly it identifies the relationship between job characters and transformational leadership. Using the sample of teaching staff working in University of Sargodha, University Medical College Sargodha and University College of Agriculture Sargodha located in Sargodha, Pakistan. We hope that we can elaborate on theories and empirical findings regarding factors influencing the job commitment in educational environment.

2. LITERATURE REVIEW

This section of the Study will explain the theoretical background of conceptual model upon which the whole study is based.

2.1. Transformational leadership

Transformational leadership is a style of leadership among two of which other is Transactional leadership which depends upon monetary rewards to increase commitment and performance, whereas In Transformational leadership, which was initially introduced by James MacGregor Burns, it can be seen as when "leaders and followers make each other to advance to a higher level of moral and motivation." Through the strength transformational leaders are able to inspire followers to change expectations, perceptions, and motivations to work towards common goals. It's a research topic upon which enormous studies have been conducted in last 20 years the favourable outcomes of this phenomenon in the management are undeniable as per witnessed by Clover, 1990, Marshall et al., 1992, Sparks and Schenk, 2001. According to Bass (1990), the leaders using transformational leadership have various aspects to achieve their objectives.

2.1.1. Idealized influence in which they give a sense of new vision and mission and build pride and gain workers respect and trust or can by motivate them or through

2.1.2. Inspiration in which they inform workers of the high expectations they have, by focusing the efforts of the workers on to a single point by using symbols and adopting easy ways for the important Tasks or

2.1.3. Intellectual stimulation in which they will cheer the ability of the workers to do tasks by using intelligence, rationality and careful in depth look in problem solving.

2.1.4. Individual consideration in which personal care is provided by the leader and try to treat each employee separately and provide help by providing tips and advices.

So, in short it can be said that to distinguish between the two types of the leadership that leader with the ability of transformational leadership can help people to search a deeper purpose in their routine day jobs which will eventually leads to better motivational level where as in contrast of it Transactional leader only use proper rewards for their followers to get the job done (Bass, 1985). To achieve long term goals transformational leadership is necessary as Transactional leadership only helps to achieve the short terms goals effectively.

2.2. The effect of transformational leadership on followers' commitment

It is widely accepted by the researchers that the phenomenon named leadership is jointly created by the leaders and followers, as the followers are the persons that are directly influenced by the leader's actions, we should consider the follower role, the cognitions and psychological states they are in, so that we can calculate the effectiveness of the leadership (Castro et al., 2008). So, while keeping the statement in mind, in this paper we are concerned with the transformational leadership and its effects on the employee's job commitment.

Organizational commitment represents the behaviour of an individual in view of the loyalty and concern with the organization (Angle & Perry, 1981). Commitment of the employees to the organization can also be defined as the "degree to which an individual committed himself with a

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particular organization values and goals (Porter et al., 1974). In this study it is suggested that the different functions of a transformational leader in an organization like idealized influences and the individual consideration results in increased affiliation of teaching staff with their heads and hence results in enhanced Job commitment along with which it is also suggested that the ability of a transformational leader of inspirational motivation also have a positive effect on job commitment. Prove of these theoretical relations are the previous empirical findings in other fields also, where it has been established in those studies that transformational leadership has positive effect on commitment to the organization among followers (Bycio et al., 1995; Bono and Judge, 2003; Dumdum et al., 2002; Walumbwa et al., 2003; Bushra, Usman and Naveed 2011).

So, keeping in view all the above discussed material it's proposed that:

H1. Transformational leadership is positively related to follower's job commitment.

2.3. Personal Traits effects on perception of transformational leadership, and follower's commitment

Recent studies of the leadership proved that follower perception of the leadership is not solely dependent on the leader's actual behaviour. Schyns and Sanders (2007) stated that another factor that can affects the perception of leadership is the personal traits of the followers, so they stated that it is needed to specify that to what degree the perceptions presents the actual behaviour of the leaders and what part of it is affected by the personal traits of the followers. This argument is important for the two reasons of which the first is that we should accept that it is not the actual behaviour of the leader instead it's the perception of the transformational leadership that matters, secondly understanding the relationship between follower's personal traits and the perception they have about the transformational leaders can help leaders to act better in efficiency.

All previous studies in the field of measuring personal traits are done by using Big Five Inventory. The Big Five (Costa and McCrae, 1989) uses to measure five dimensions of the personality namely neuroticism, extraversion, openness, agreeable and conscientiousness. Where as in big five the character of extraversion includes assertiveness, activeness, talkativeness, and the ability to upbeat, energetic and optimistic and leaders with such characters are more likely to act as a transformational leader (Bono and Judge,2004). Whereas the leaders which have neuroticism which includes characters like negative lens, fear, sadness, guilt and anger are usually avoid leadership and any other responsibilities so it's very much unlikely for such persons to have any ability of transformational leadership also. As far as openness to experience is concerned, they usually have tendencies to be creative, introspective, imaginative, resourceful, and insightful. Individuals high in such trait will eventually tend to have flexible attitudes and engage in divergent thinking hence openness to experience is proposed to be linked positively with transformational leadership and so far for the leaders with agreeableness is concerned they have the tendency to act as the transformational leaders because of the reason that they are modest and they are trusting and trustworthy (Bono and Judge, 2004) and at the end the conscientious leaders have knowledge of the directions and are hardworking in achieving their goals so a link is present between conscientious and transformational leadership (Bono and Judge, 2004). (Bono and Judge, 2004) proved the relationship between the personal traits of the leaders and the transformational leadership but in this study, we are concerned with the follower's traits and transformational leadership.

Klein and House (1995) provided with three assumptions regarding the leadership of charismatic leaders and the characteristics of the followers which includes compensation, similarity and independence as far as the empirical support regarding these assumptions is concerned the most empirical support is found for the similarity assumption. (Felfe and Schyns, 2006; Schyns and Sanders, 2007), in which they assume that a follower is got more attached with their leader when he perceives himself to be like him. So, following this approach we hypothesis the following

H2. Followers having personalities of extraversion, conscientiousness, agreeableness and emotional stability is related positively with the perception of Transformational leadership.

O'Reilly et al. (1980) discovered that even if the job description remains constant and the overall duties that an employee performs remain constant still individuals differ in the way they perceive their job so suggesting that personal traits have effect on Job. In this study we will explore how the personal trait of an employee effects the job commitment.

We can trace these effects which have been proven in the earlier studies but most of those are regarding the Job satisfaction. Ilies et al. (2006) proposed that some particular personal traits like empathy, ego drive and strength certain other features in employee's personalities are participants in the success of an organization. Along with this study Waston and Clark (1984) found that frustration and dissatisfaction at work which will eventually leads to decreased job commitment is caused by the negative emotions of the employees.

So, Fogarty et al. (1999) concluded that as the negative emotions are negatively related to attitudinal outcomes which include job commitment and Matzler at *al*. (2011) found that the other positive personal traits like openness, conscientiousness and other traits are positively related to Job satisfaction.

So, in accordance with the above arguments in this paper we are expecting that positive aspects of the personality are positively related to the job commitment.

H3. The employees having positive personality traits including agreeableness, will be positively related to job commitment.

2.4. Job characters effects on Perceptions of transformational leadership and Job commitment

From a long time, job characters otherwise known as JC's are the main centralized concept regarding research on the topics of Job satisfaction, motivation and commitment as it is what the employees actually do at their work place. It is claimed in 60's by Herzberg (1966) in his studies that pleasant working environment and good supervisory practices are the "Hygienic Factors" that can result in dissatisfaction if poorly managed but never create motivation and commitment in the employees but in contrast the Job itself should be designed and managed to build responsibility, achievement and advancements to create motivation in the employees to work hard and perform well. In the same sense (Hackman and Oldham, 1975) assumed that when employees are allowed to carry out the core JC then the they will have higher Job satisfaction JC's includes Skill variety, task identity, task significance, autonomy, and Job based feedback (Oldham and Hackman, 2010).

As we can see that the perception of the core JC's is directly dependent on the Job description of the job but the transformational leaders can foster these perceptions through their actions (Piccolo

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and Colquitt, 2006; Castro et al., 2008; Purvanova et al., 2006) and hence it can be said that there is a highly positive relationship with respect to the relation between the Core JCs and followers perception of the transformational leadership. As suggested by the Salancik and Pfeffer (1978) that individuals rely on the information from their social contexts while assessing about work environment and leaders can be seen as one of the relevant information point while making judgments about their jobs. Shamir et al. (1993) stated that leaders have direct influence on follower's perception of their jobs and tasks by helping employees to link their work to organizational goals and with their own values and tasks. Ku at.*al* (2010) confirmed that the Job characters of employees are linked with the employee's perception of transformational leadership. Therefore, in conclusion we hypothesize the following:

H4. Followers Jobs with Core JC's will be positively related to the perception of transformational leadership.

When we relate the core JC's with job commitment we found out that these core JC's results in enhanced experience of meaningfulness in the work, so that can also enhance the job commitment. Like if an employee will get built in feedback than he will be able to get the direct knowledge of the results of the work done same is the case with the autonomy that will make the employee responsible about the outcomes of job at the same time task significance can help him to find the meaningfulness of work done (Fried and Ferris, 1987; Loher et al., 1985). Turner and Lawrence (1965) studied and evaluated various types of job's influence on employee satisfaction and truancy and they found out that employee prefers jobs that includes high complexity and challenges and thus concluding that task attributes are related with job satisfaction and the attendance of the employees positively. Whereas Reid et al. (2008) find out that role ambiguity, perceived organizational support, the leader-member exchange and task variety are some of the key factors that affects the organizational commitment.

And hence we are hypothesizing the following:

H5. Followers Core JC's are positively related with the job commitment.

After proving we in this study are also interested to check the mediation effect of perception of transformational leadership in relations of Job Characters and Personal Traits with Job commitment in accordance with the rules explained by Barron and Kenny (1986).

And hence we purposed that:

H6. Perception of transformational leadership mediates the relationship of Job characters with Job commitment.

H7. Perception of transformational leadership mediates the relationship of personal traits with Job commitment.

3. RESEARCH METHODS

3.1. Research structure

For the purpose of this study a framework is proposed to find the given influencing factors to the teacher's jobs commitment. First of all, this study examines the relative influencing power of the PTC's and JC's and perception of their relative heads about the transformational leadership items

on the job commitment and then secondly it analyses the influence of PTC's and JC's with respect to the follower's perception of transformational leadership. The research model purposed in this study is shown in figure1.
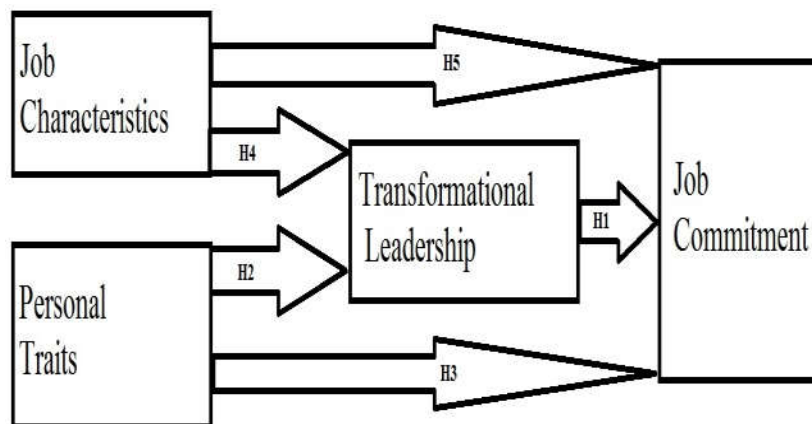
3.2. Sampling

The data used in this study is collected from questionnaire responses from participants that are working in twenty-five departments of University of Sargodha main campus, University College of agriculture, Sargodha and Sargodha Medical College Teaching staff. The researcher visited personally all these departments and institutes in person and meet relative heads to permit and help in the conducting of the survey. A multi staged convenient sampling is used to select the respondents. The survey targeted teaching staff in different departments of university to answer the questions regarding their P. T's, Job characters and their perception of transformational leadership regarding their immediate supervisors along with their job commitment. The number of teaching staff in a single sampling unit comprises of 10 to 50 individuals.

To ensure reliability of the instrument in the context of our study questionnaire was subjected to the review of a couple of academic experts and to make language as appropriate and convenient as possible for the respondents but as our population consist of teaching staff of a university who have sufficient knowledge base, the instrument is considered valid as it is.

Reliability analysis is conducted for checking the reliability the lowest value of cronbach's alpha .702. All the values of Cronbach's alpha are more than .7 that show a strong correlation on the instrument since item to total correlations of each item was at least .628, the criterion validity of each scale in this study is satisfactory (Kerlinger, 1999).

3.3. Questionnaire design

The questionnaire designed to gather data for the study comprises of five parts that includes J.C, P.T, T.L, Job commitment and the demographic information including gender, marital status, and education. The questions are answered using Likert scale consist of the 5-point scale. The details of the dimensions measure are discussed below.

3.3.1. Job characteristics.

One of the most recognized models for work design is purposed by the Hackman and Oldham (1976) who argues that the intrinsic value of a job is based on five core factors which include Skill variety, task significance, task identity, autonomy and feedback. We adopted from the revision of

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Hackman and Oldham: Work Redesign; 1974, by Idaszak and Drasgow, 1987 to measure these five core Job Characters. The reliability analysis indicates the value of Cronbach's Alpha for this instrument in this study at 0.709.

3.3.2. Personality traits.

This study adopts the model of big five inventory as developed by Costa and McCrae (1992). This five-factor model (FFM) has provided a significant convergence in traits factor analytic psychology (Hong et al., 2008; Robertson and Callinan, 1998) and widely accepted measure for description of PT's (Bipp et al., 2008; Saucier and Ostedorf, 1999). The five factors of personality that are measured are agreeableness, Extraversion, conscientiousness, neuroticism and openness to experiences, but we did not incorporated neuroticism in our instrument and only included items for other four traits as neuroticism is a negative trait and the focus of our study is on the impact of positive personality traits. The reliability analysis done indicates that the value of Cronbach's alpha for this instrument in this study at 0.781.

3.3.3. Transformational Leadership.

Transformational leadership helps an organization to attain its objectives more efficiently (Stashevsky and Koslowsky, 2006) and the reason behind this is that this help to link job performance with value rewards (Lin and Kuo, 2007). This study adapted items for measuring supportive leadership, vision and inspirational communication as developed by House (1998) and for the measurement of intellectual stimulation and personal recognition is adapted as developed by Podsakoff et al. (1990). The reliability analysis indicates the value of Cronbach's alpha for this instrument in this study at 0.817.

3.3.4. Job Commitment.

The organizational commitment questionnaire used in this study is originally developed by Mowday, steer and porter, (1979). It uses 15 items to measure the organizational commitment. (Gunz&Gunz, 1994; Millward& Hopkins, 1998). The reliability analysis indicates the value of Cronbach's alpha for this instrument in this study at 0.701.

4. RESULTS OF THE STUDY:

4.1. Descriptive Analysis

A total of 150 questionnaires are distributed of which 129 surveys were returned and among which 110 were valid for analysis which provides a return rate of 86 percent and a valid return rate of 73 percent respectively. Out of these 110 remaining teacher's 68 percent were male and remaining 42 percent were female.73 of the correspondent were Masters, 20 were M.Phil. And 17 were P.H.D scholars in the returned questionnaires. Whereas out of these 110, 69 were single and 41 were married.

4.2. Analysis

Researchers run the analysis on S.P.S.S and Pearson's correlation coefficient was used to predict the relation between the variables "Job Characters, Personal Traits, Transformational Leadership and Job commitment". To assess the association one-tailed non-parametric statistics, Pearson's correlation coefficient of association, was compute for analysing the association between

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independent and dependent variables where two variables are said to be correlated if they both of them tend to vary in same direction simultaneously. There is a significant correlation found in the dependent and independent variables as shown in table 1. As Job characters has significant correlation with job commitment i.e. (0.394 p<0.01) and transformational leadership i.e. (0.339 p<0.01) similarly the personal traits also show significant correlation with transformational leadership i.e. (0.626 p<0.01) and Job Commitment i.e. (0.393 p<0.01). Transformational leadership also show's a significant positive correlation with Job Commitment I.e. (0.529 p<0.01).

Table 1- Correlation Analysis

Correlations				
	J.C	P.T	T.L	J.Com
J.C	1.000			
P.T	0.484**	1.000		
T.L	0.339**	0.626**	1.000	
J.Com	0.394**	0.393**	0.529**	1.000

J.C=Job Commitment, P.T=Personal Traits, T.L=Transformational Leadership, J.Com=Job Commitment

*. Correlation is significant at the 0.05 level (1-tailed).
**. Correlation is significant at the 0.01 level (1-tailed).

4.2.1. Regression Analysis of Perception of Transformational Leadership:

As shown in the table 2 Regression results show that single unit increase in job characteristics will increase the perception of transformational leadership by (β=0.273, p<0.01) unit which is quite significant hence support our hypothesis.

Table 2 – Regression Analysis

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.741	0.325		5.360	0.000
	Job Characters	0.273	0.073	0.339	3.747	0.000

a. Dependent Variable: Transformational Leadership

And it can also be observed that one unit Increase in Personal Traits will result in increase of perception of transformational leadership by (β=0.775, p<0.01) as shown in table 3 which show that these variables have significant effect on the Perception of transformational leadership while having the level of significance at 0.01.

Table 3 – Regression Analysis

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.247	0.326		0.758	0.450

P.T	0.775	0.093	0.626	8.345	0.000

b. *Dependent Variable: Transformational Leadership*

4.2.2. Regression Analysis of Perception of Job Commitment:

Linear regression with job commitment is run separately for each variable and first regression results for the job commitment tells us that one unit increase in job characters will increases teachers job commitment by ($\beta=0.332$, $P<0.01$) which is significant hence the effect has been proved as shown in table 4.

Table 4 – Regression Analysis

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.506	0.332		7.543	0.000
	Job Characters	0.332	0.075	0.394	4.454	0.000

a. Dependent Variable: Job Commitment

Whereas one unit in personal traits will bring increase in job commitment by ($\beta=0.510$, $P<0.01$) hence this main effect has also proved at the level of significance 0.01 as shown in table 5.

Table 5 – Regression Analysis

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.198	0.402		5.470	0.000
	Personal Traits	0.510	0.115	0.393	4.445	0.000

a. Dependent Variable: Job Commitment

And at the end main effect of transformational leadership is checked with job commitment and result as shown in table 6 is that one unit increase in transformational leadership will affect job commitment by increasing it by ($\beta=0.553$, $P<0.01$) which mean that this variable has a very strong impact on job commitment. All these results are significant at 0.01 level of significant.

Table 6 – Regression Analysis

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.342	0.255		9.182	0.000
	Transformational Leadership	0.553	0.085	0.529	6.474	0.000

a. Dependent Variable: J Job Commitment

4.2.3. Mediation analysis:

We in this study Hypothesized that perception of transformational leadership mediates the relation between Job commitment and Job characters and the relation between job commitment and personal traits. In Accordance with baron and Kenny (1986) to establish mediation three regression test need to be done. First independent variable (job characters and personal traits) should be

related with the mediator as perception of transformational leadership in this study. Secondly the independent variable (job characters and personal traits) and mediator should be related to the Job commitment (dependent variable). Then in third step if the relation between independent variable are established in regression equation then the relationship between independent variable and the Job commitment should be remarkably weaker than the main effect of the predictor and criterion variables.

Our hypothesis H6 state that Perception and transformational leadership mediate the relationship between Job characters and Job commitment.

Table 7-Mediation Analysis

Predictors	Job Commitment		
	β	R^2	ΔR^2
Model 1: Main effect			
Step 1			
Job Characters	0.308***	0.134	0.134***
Model 2: Mediation of learning Organization			
Step 1			
Transformational Leadership			
Step 2	0.922***	0.323	0.323***
Job Characters			
	0.126	0.329	0.018

As shown in the table in table 7 the results of regression showed that it has been re-valued at significant reduction in variances (from β=0.134 to β=0.126, n.s and ΔR^2=0.018). These results proved the mediation effect as prescribed by Barron and Kenny (1986) hence providing support to our hypothesis H6.

Table 8-Mediation Analysis

Predictors	Job Commitment		
	β	R^2	ΔR^2
Model 1: Main effect			
Step 1			
PERSONAL TRAITS	0.962***	0.194	0.194***
Model 2: Mediation of learning Organization			
Step 1			
TRANSFORMATIONAL LEADERSHIP			
Step 2	0.922***	0.323	0.323***
PERSONAL TRAITS			
	0.164	0.340	0.018

The results of regression showed that the relationship between Personal Traits and Job commitment has been re-valued at significant reduction in variances (from β=0.962 to β=0.164, n.s and ΔR^2=0.018). These results proved the mediation effect as prescribed by Barron and Kenny (1986) hence providing support to our hypothesis H7.

5. DISCUSSION:

Based on the analysis that has been performed so far, several observations can be made, with all the observation made have positive effects. It is established that personal traits and job characters have a direct and significant effect on followers' perception of transformational leadership hence two Hypothesis H2 and H4 is demonstrated. The result s support the observation that

1. The personal traits of teaching Staff and

2. The self-perceived Job characters are positively related with perception of the transformational leadership.

These results in accordance with the result of recent studies (Schyns and Sanders, 2007; Hautala, 2005; Felfe and Schyns, 2006; Castro et al., 2008; Piccolo and Colquitt, 2006; Purvanova et al., 2006). We can draw from the results that teaching staff with positive personalities have higher impact on ratings they gave to their leaders as compared to their negative counterparts. Furthermore, if the teaching staff is satisfied with his job characters will also report higher perception of transformational leadership. This positive association between perceived transformational leadership with five core job characters is also verified in our work.

The analysis done above also shows that perceived transformational leadership is have direct and significant effect on job commitment of the teaching staff hence making H1 valid. In other words, we can say that transformational leadership styles in an educational institution can result in improved job commitment. This result is in support to the work done by Erkutlu (2008) Bruch and Walter (2007) and Tsai et al. (2009). Also, the existing research is constantly indicating that transformational leadership style is highly correlated with job commitment rather than any of the other leadership style (Emery and Barker, 2007).

This study also shows that personal traits and job characters are also having significant relation with job commitment and hence H3 and H5 are also accepted these results supported the observations that

1. Personal traits are positively associated with job commitment

2. Job characters are positively related with job commitment in University environment.

These are in accordance to the results by Judge et al.'s (2002) meta-analytical findings, according to which some of the personal traits effect the job commitment

The indirect effect of personal traits mediating through perceived transformational leadership also has been verified. In other words, positive personal traits can't affect the job commitment directly however if the transformational leadership is carried out then they will their perceived transformational leadership will be more in comparison to their negative counterparts and hence will demonstrate higher job commitment. The similar mediating effect of perceived transformational leadership between the relationship of job characters and job commitment and verified in our data. This is in accordance with our proposed hypothesis and hence making H6 and H7 Valid.

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6. CONCLUSION:

This study is focused on the analysis and discussion of individual differences, leadership styles and their job commitment in educational institutes but more specifically this study is conducted to determine the effect of teacher's personalities and their self-perceived job characters on their perception of transformational leadership along with the effect of follower's personal traits, job characters and perceived transformational leadership on teaching staff's job commitment. An empirical investigation using structural simple linear regression shows that both the teachers personal traits and job characters do not directly result in better job commitment rather these factors have been mediated through perceived transformational leadership hence transformational leadership serve as a channel for higher job commitment and hence employee's personal traits and job characters can be treated as a portion of larger chain whereas the perceived transformational leadership is the middle ring that link these factors with job commitment (Carmeli et al., 2006; Erkutlu, 2008; Bruch and Walter, 2007; Emery and Barker, 2007).

IMPLICATIONS

So, we can conclude that the educational organizations can improve teachers job commitment by implementing transformational leadership styles in the relative heads of departments to accommodate followers with different personalities and as well as at the same time provide them with well-designed job furthermore it must be kept in mind that those factors must be supported by transformational leadership without which better commitment can't be achieved. This study will be helpful not only to management of University of Sargodha in achievement of better job commitment of teaching staff, but also for the other educational institutes.

LIMITATIONS

With all the empirical data that we have collected is completely in support of the proposed model, it is necessary to explain the limitations that may can relate to this study. First of all, although the individuals that participated in this study are well informed and active members of the institute, but the chances of biasness can't be discounted which certainly includes personal biasness relating some leadership styles furthermore the perception of leadership can differ in different departments and institutes, so it is not a complete representing completely all the other scenarios. Our work is also subjected to the problem of generalizability due to the use of convenience sampling used for the sampling process. Other studies that can test our hypothesis in different work environments and institutes can increase the generalizability of our findings.
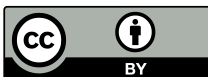
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