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Does Librarian Job Satisfaction Mediate The Relationship Between Librarian Leadership Styles, Library Culture And Employees Commitment?

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Validating the relationship between leadership styles, organization culture and employees commitment through meditational role of job satisfaction among employees of

Abstract;

The current study tries to align various model of mediation through leadership styles (Transformational, Transactional), organization culture types (innovative, supportive and bureaucratic) with employees commitment thorough job satisfaction among the employees of government libraries from Khyber pakhtoonKhwa Pakistan. The data was collected through adopted construct from finite sample and it was analyzed through (Barron and Kenny) meditational procedure. Findings depict that employees commitment with job depend upon the leadership styles and it is positively mediated by their satisfaction from job. In contrast from three different cultural set up only bureaucratic cultural attribute shows significant relationship with employee's commitment through meditational role of employee's job satisfaction. Interestingly both supportive and innovative culture did not indicate the direct relationship with employee's commitment, nor does it support the meditational role of employee's job satisfaction.

Keywords; Government Libraries, Transformational leadership, Transactional Leadership, Employees Commitment, Job Satisfaction, Organization Culture,

1 Introduction

Human Resource is among the organization's most critical elements, and it gives it a comparative benefit over other resources (Yang,& Lin,2009; Albrecht et al.,2015). Employees are the key priority of today's organizations (Sharma, & Bhatnagar, 2009; Merry, 2013). Employees are the organization's most valuable resource, and they play a critical part in making the company more competitive via their involvement and devotion (Abou Elnaga, & Imran, 2014; Bolino, MTurnley, & Bloodgood, 2002). Employees that are committed, loyal and concerned about their job, improve their performance (Bushra, Ahmad, & Naveed, 2011), and contribute their skills, knowledge, and experience to the business (Khan, Rao, Usman, &Afzal, 2017). Employee commitment and loyalty are the most important factors in the relationship between employees and organizations (Pandey, & Khare, 2012; Saif.,2015; Palupi, Cahjono, &Satyawati, 2017). According to Williams and Anderson (1991), we may increase organizational efficiency and effectiveness by improving fundamental job requirements (Podsakoff, & MacKenzie, 1997).The

performance of an organization is determined by how well it recruits, manages, develops, and retains its people (Wallach, 1983). These four factors have a significant impact on the effectiveness and efficiency of the organization's manpower. The competitive organization may do everything possible to improve employee job satisfaction (JSF) so that employees are more dedicated to the organisation. Employees who are more content with their occupations are more dedicated to their work, are more willing to explore new ideas, generate new innovations, and participate in decision-making processes (Raveendran,&Gamage, 2019; DappaBhatti, & Aljarah,2019; Khan et al., 2017)

The organizational commitment (CMTF) and job satisfaction (JSF) have a deeper effect on performance and the achievement of an organizational goal. The employee's attitude, behavior and loyalty can also affect the organizational productivity and growth. In the view of Lok& Crawford, (2004) the important of the executive commitment and job liking is increased with the passage of time because they expect the contribution of the human resources and also indicates the positive and negative feelings of the employees towards the job. Organizations try to enhance the employee's commitment level in order to show employees loyalty & stability with organization and also minimize cost when employees leave the organization.

Whenever an employee gets job satisfaction from organization, they are committed and cannot search for other chance. According to Robbins (2005) JSF is a set of individual feelings and emotions towards his or her jobs. In the view of Lawler (1992) theory, there is a hypothetical relation between affirmative emotion like satisfaction and encouraging way of thinking like commitment (Khan et al., 2017;Raveendran, &Gamage, 2019; Dapa et al., 2019). Job satisfaction means that employees are satisfied to their duties, works, environment and job criteria. From above discussion it can be conclude that organizational commitment is more stable with the passage of time, and is not change with the time while job satisfaction is quickly increase or decrease with different aspects, incidents and job location (Saif and Khan., 2019; Porter et al, 1974).

The employees are probably more productive, if the organization offers reasonable salary, good working condition and job security (Saif et al., 2018).The change in the world economy can also effects the organizational economy, so for this purpose the organizational decision makers can emphasizes the need for leadership and organizational culture development (Jie, Zu Yee, ., & Wok, 2017; Jackson, Meyer, and Wang, 2013;Saha, & Kumar,2018).

In the view of Northouse (2007) employment rule & regulation can be change with the passage of time. CMTF and JSF have strongly affected by the leadership style and organizational culture (Crawford, 2001). Organizational customs and norms have a set of principles and attitude which are generally creates a natural attraction and an association with the organization (O'Reily, 1989; Chen, 2004).In the view of Wallach (1983) organizational culture is the mindset of attitude, ethics, behavior and philosophies of how things done. Employee's deeds, commitment, job fulfillment, expectations and their performance will be depends of the organization tactics, polices and rules. Previous literature ((Eliyana, &Ma'arif, 2019; Raveendran, &Gamage, 2019;Saif., 2015;Silva and Mendis.,2017;Ali and Chin-Hong, 2017;Zaraket and Sawmma .,2018; Saif et al., 2018; Reham et al., 2013; Saif et al., 2016;Goss and Tolmay., 2004;Jackson et al 2013; Breevaart et al.,2014;Palupi et al,2017;Jabbar, & Hussein, 2017;Khan et al, 2017;Raveendran, &Gamage, 2019;Dappa et al.,,2019) investigate the relationship between leadership and employees commitment through satisfaction as mediator but there is limited work that align the two important component of organization i.e. (leadership and culture) with employees commitment via their satisfaction level in a single model. However Saif, Khan, Ali, and Wadood, (2019) investigate both styles of leadership with culture to promote Quality management Practices among Small and medium enterprises sector of Pakistan. Hence the current work for the first time try to link these two important characteristics of organization with employee's behavior is libraries setup of Khyber Pakhtoonkhwa. Based on the above following are the research questions of the current study.

In government libraries does Transformational leadership has positive impact on employee's job satisfaction?

In government libraries does Transactional leadership has positive impact on employees on job satisfaction?

In government libraries is there any relationship exist between Bureaucratic culture and employee's JSF.

In government libraries is there any relationship exist between Innovative culture and employees JSF.

In government libraries is there any relationship exist between Supportive culture and employee's JSF.

In government libraries is there any relationship exist between Job satisfaction and employee's commitment.

In government libraries does TRNSFL have significant impact on employee's CMTF.

In government libraries does TRANSL have significant impact on employee's CMTF.

In government libraries does Employee's job satisfaction mediate the relationship between Transformational leadership and employee's commitment?

In government libraries does Employee's job satisfaction mediate the relationship between Transactional leadership and employee's commitment?

In government libraries does Employee's job satisfaction mediate the relationship between bureaucratic culture and employee's commitment?

In government libraries does Employee's job satisfaction mediate the relationship between innovative culture and employee's commitment?

In government libraries does Employee's job satisfaction mediate the relationship between supportive culture and employee's commitment?

LITERATURE REVIEW

2.1 Transformational Leadership.

TRNSFL is a transformational leader who persistently stimulates his or her people to reach better levels of performance than expected (Bass, 1985). TRNSFL can achieve its goals in several ways, according to Bass, the first of which is to ensure that employees are well informed about their assigned tasks and goals, the second of which is for employees to act in their own self-interest in order to achieve organizational goals, and the third of which is to take care of employees' needs. Employee emotions, job growth, personal development, and accomplishment are all too important to transformational leaders. TRNSFL, according to Limsila and Ogunlana (2008), persuade their subordinates to focus on productivity, quantity over quality, and improve

problem-solving skills. TRNSFL and employee performance are linked, according to Camps and Rodriguez (2011).

2.2 Transactional leadership

Transactional leadership (TRANSL) is famous for as managerial kind of leadership. The main focus, aim and motive are to direct the supporters by offering transactional approach to fulfill their needs. This leadership style is focus on the fundamental administration processes such as controlling, organizing and limited planning. In this approach the leaders are more responsible to their work and also keep eyes on the present issues.Sadler (2003); Yulk (2010) stated that transactional leadership offering attractive salaries and rewards system to their followers. In the view ofYulk (2010) transactional leadership (TRANSL) show positive concern towards motivation, values and development of the employees. Yulk (2010) stated that transactional leadership increases the motivational level, commitment and empowering the employees to attain individual as well as organizationalgoals. Burns (1978) introduced the TRANSL model.

In the view of Burns (1978) TRANSL arouse when the relationship between manager, CEO, immediate boss and their assistant are based to achieve their common goals for organizational effectiveness. Burns also stated that the above two parties have a common purpose and their relationship may not be effected their purpose. Bass (1985) elaborated transactional leadership theoretically and stated that there are relationship among leaders and their followers. Bass and Avolio (1994) stated that TRANSL satisfies their followers by offering them higher salaries, benefits and rewards system.

According to Northouse (2007) TRANSL focus on the attainment of the organizational goals rather than the individual development of the employees. In the view of Northouse (2007) rewards system is based on the behavior and production of the employees. Transactional leaderinfluence powerfully their followers to achieve desire goals (Bass, 1985).

2.5 Transformational leadership and organizational commitment

In the view ofEliyana, &Ma'arif, (2019) the TRNSFL has shown direct significant impact on JSF and employees commitment (EC). Influential behavior of TRNSFL and TRANSL

approaches on EC. Researchers also explain the meditational role of motivation between leadership approaches and EC (Raveendran, &Gamage, 2019).Silva and Mendis (2017) stated that TRNSFL and EC show positive relationship. TRNSFL style has strong impact on the EC.

According to Ali and Chin-Hong, (2017)TRNSFL has an important and significant impact on the EC such as affective and normative commitment. In the view of Zaraket and Sawmma (2018) transformational leadership has positive impact on CMTF, affective commitment, normative commitment, and continuous commitment. Further that the result indicates the positive and significant association between TRNSFL and continuous commitment. Reham et al (2013) findings depict that employees commitment enhance their satisfaction level that further improve the performance of employees. Saif (2015) conduct his study in SMEs sector of Pakistan results indicate that transactional leadership is strongly correlated to employee's commitment in comparison to transformational leadership. In contrast Saif, khattak and khan (2016) findings depict stronger employee's citizenship. While Saif et al (2018) results stated that transformational leadership enhances employee's effectiveness through leader's emotional intelligence capabilities. Saif, Ibrahim and Malik (2016) result depict that leadership style variant with age, gender and marital status of employees in Pakistan.

2.6 Transactional Leadership and Organizational Commitment

In the view of (Jackson et al 2013; Breevaart et al.,2014;Palupi, Cahjono, & Satyawati,2017). TRANSL shows positive impact with EC. Transactional leadership shows significant association with CMTF but it is a weak relationship (Alqudah, 2011).

In the view of (Jabbar, & Hussein, 2017) TRANSL approach consist of contingent reward, management by exception (active) and management by exception(passive) are weakly related to organizational commitment because employeestend to avoid those leaders who just get involved when problem arises. In the view of Hayward,Goss and Tolmay(2004) TRANSL has more positive correlation with EC as compare to TRNSFL. Zaraket and Sawmma (2018) stated that transactional leadership did not evident any relation with normative and affective commitment.

2.7.Culture and Organizational Commitment

Supportive work environment commonly called supportive culture has a substantial association with EC and JSF, according to (Yiing, & Ahmad, 2009; Al-Sada, Al-Esmael, & Faisal, 2017). According to Kundu and Lata (2017), supportive culture has a beneficial link with EC and can somewhat mediate it. CMFT (affective and normative) has a substantial association with creative culture, according to (Hakimian, Farid Ismail, and Nair., 2016; Yiing, & Ahmad, 2009). According to Saha and Kumar (2018), bureaucratic culture does not contribute to the enhancement of the CMTF-JSF relationship.

2.8. Job Satisfaction

Job satisfaction (JSF) is a key element amongst the scholars for several years (Lund, 2003). In the view of Gill et al (2010) TRNSFL have direct impact on the JSF as well as the retention of the employees. Munir et al (2012) stated that organizational performance depends on the TRNSFL and the employees JSF level. According to Eslami&Gharakhani (2012) most of the scholars trust that job liking and disliking can increase or decrease work efficiency, employee's revenue, employee's committed and employee's retention.JSF is the stage which shows that employees of the organization are satisfied with his current work. TRNSFL has show impact on employee's job satisfaction and demoting job turnover (Wang et al, 2018).In the view of Braun et al (2013) TRNSFL show directly impact on individual or team JSF level. In the view of Javed et al (2014) JSF level among the employees of the organization is considered as an important component for the organization success. Saleem (2015) stated that organizational politics have a great influence on theLS and JSF. Further that TRNSFL has positive impact and TRANSL have negative impact on JSF. Bektas(2017) stated that TRNSFL and TRANSL styles shows positive impact on the employee's satisfaction and commitment. Haque,Faizan & Cockrill (2017) stated that employees show satisfaction to their job and organization if they are treated well.

2.9 Job satisfaction and Leadership style

Leadership and JSF play a significant role to operate the organizational functions more efficiently and effectively. To enhance overall employment performance between the workforce's different types of strategies could be developed by the strategist. Most of the strategies suggested that the leadership style could be adapted according to the desire condition in order to decrease disappointment of the human resources. This study indicates that if there are

trustful association between the leaders and the employees than the organization and employee's shows optimistic approach towards works and the working circumstances. According to Wexley&Yukl (1984) the reply of workforce to their leaders will usually depends on the uniqueness of the employees and the leaders. JSF is affects by the organizational internal atmosphere, rule & regulation, term & conditions, climate, leadership styles and association among the employees and leaders (Boamah, Laschinger, Wong, & Clarke,2018).According to Yukl, (1971) employees shows their satisfaction towards thoughtful and encouraging leaders and shows dissatisfaction towards indifferent or judgmental employees. The organizational production will decreases if there will negative relationship and increase if there will positive relationship among leaders and employees (Boamah et al., 2018;Palupi,Cahjono, &Satyawati, 2017;Tsai., 2011).Dartey-Baah andAmpofo (2016) depict that TRANSL show significant impact on JSF level of the employee's. The TRANSL styles such as contingent reward and management by exception has significant association with JSF of the employee's. In the view of Masa'deh, Obeidat, &Tarhini, (2016) TRANSL show significant impact on JSF level of the employee's and knowledge sharing approach for employees to enhance their skill. Asghar and Oino (2017) stated that TRNSFL show strong impact on JSF while TRANSL show weak impact. TRANSL shows negative association with JSF among the employees (Voon et al, 2011). According to Saleem (2015) TRANSL have weak impact on the JSF level of the employees.In the view of Baring et al (2002) the JSF level of the employees depends on the leadership approach.Dappa et al (2019)stated that transformational leadership has a key role to boost the satisfaction level of the employees. In the view of Lai (2019) TRNSFL shown positive impact on the JSF as compare to the TRANSL. Sayadi, (2016)stated that TRNSFL enhance the performance and satisfaction level of the employees. According to Asghar and Oino (2017) TRNSFL show positive impact on JSF. In the view of Ohunakin, Adeniji, &Akintayo,(2016) TRNSFL also enhance employee ability to do work and organizational commitment. TRNSFL empower the employees to attaintheir motivational and satisfaction level (Raveendran, &Gamage, 2019).

Hypotheses for leadership are:

H1: In government libraries Transformational leadership has positive impact on employee's job satisfaction.

H2: In government libraries Transactional leadership has positive impact on employees on job satisfaction.

2.10. Job satisfaction and Organizational culture

In the view of Saha, & Kumar, (2018) organizational culture slowly but powerful influence on behavior within an organization. The employees positive or negative attitude and behavior towards their jobs depends the predefine culture of the organization. To understand the basis of culture it is essential to realize the official and unofficial behavior of the employees.The employees are more productive and perform more effectively if the organizational culture is appropriate to the business and also fulfill the needs of the JSF. Some subordinates are difficult to be satisfied in bureaucratic culture, because the bureaucratic culture based onpower and control. In the view of Wallach (1983) such type of workforce are motivated to improve their individual achievement with thehelp of their own skill and experience. The bureaucratic style organization have based on thesupremacy, where power and control are the main factor affect the job satisfaction. Bureaucratic style organization faces the dissatisfaction towards the job from the employees (Saha, & Kumar, 2018).

In a bureaucratic society, supervision is mainly power oriented and whenever such type of power is utilize to organize and govern subordinates it leads a negative behavior of the subordinates (Jie, Zu Yee, & Wok, 2017;Wallach, 1983).Innovative and supportive type of organizational culture are optimistically associated with the job satisfaction, because the individuals develop personal performance, show zeal and efficiency in work, perform their responsibility as a good work motivators and enjoying shared friendship.

Hence hypotheses are:

H3: In government libraries Bureaucratic culture has significant impact on employee's JSF.

H4: In government libraries Innovative culture significant impact on employees JSF.

H5: In government libraries Supportive culture has significant impact on employee's JSF.

2.11. Organizational Commitment and Job Satisfaction

JSF focus on the thoughts, behavior and attitude of workforce towards their work and whenever employees are satisfy with their job than organizational commitment will achieve (Meyer et al. 2002). The CMTF descried emotional factor of the employees towards the organization while

JSF is the reaction of the employees towards any type of job.So this shows that both the variables are extremely interconnected with each other (Khan, Usman, &Afzal, 2017; Rehmanet al., 2013;Palupi,Cahjono, &Satyawati, 2017).. Mowday et al. (1982) stated that employees have positive feelings towards organizational value and objective, it means that employees are satisfied with the job. The association among JSF and CMTF is important and key element in the current situation because people want to switch from one organization to other organization for short interval of time. Whenever human resource are greatly satisfy from their working environment, co-worker, subordinates,administration,compensation then probably they are highly committed with the organization and if they are disappointed from the above factor than they are not committed to organization.

According to Lau &Okpara, (2020) these two concepts are very important because these two factors are the main to determinants the employees turnover, performance and productivity. The organization have more effective and have high productivity if the employees are committed with organization and satisfied with their job (Khan et al.,2017; Rehman et al., 2013;Palupi et al., 2017).Hence hypotheses are.

H6: *In government libraries Job satisfaction leads to enhance employee's commitment.*

2.12. Organizational commitment and Leadership Approach

In the view of (Mowday et al, 1982) leadership is an important element of organizational commitment. TRNSFL is optimistically associated with organizational commitment and loyalty (Bona & judge, 2003). Bass &Avolio (1994) depict that TRNSFL take participation in decision making process, problem solving and also identify and realize the need of each employee to enhance their own potential and performance.

TRNSFL has a defined their mission statement, improve the logic of commitment, so that human resource shows retention with the organization and try their level best to achieve the goals of the organization. As a result the employees are highly motivated to their works and also highly committed with the organization.

Transactional leaders do not feel responsible for anything happens in the organization, which leads the employee's dissatisfaction (Burn, 1978). Based on the previous literature (Eliyana, &Ma'arif, 2019; Raveendran, &Gamage, 2019;Saif., 2015;Silva and Mendis.,2017;Ali and

Chin-Hong, 2017;Zaraket and Sawmma .,2018; Saif et al., 2018; Reham et al., 2013; Saif et al., 2016;Goss and Tolmay., 2004;Jackson et al 2013; Breevaart et al.,2014;Palupi, Cahjono, &Satyawati,2017;Jabbar, & Hussein, 2017;Khan,Rao, Usman, &Afzal, 2017;Raveendran, &Gamage, 2019;Dappa,Bhatti, & Aljarah,2019) following hypotheses are drawn;

H7*: In SMEs TRNSFL has significant impact on employee's CMTF.*

H8: *In SMEs TRANSL has significant impact on employee's CMTF*.

2.13Mediating role of Job Satisfaction between Leadership and Employees Commitment

Different research studies evident the meditational role of JSF between TRNSFL and CMTF. Palupi, Cahjono, &Satyawati,(2017) studies indicate that JSF mediate the relationship TRNSFL and CMTF among the employees of Indonesian work Context. On other side Bin Osman&Uli, (2014) found affective CMTF as a mediator between both styles (Transformational and Transactional) and employees JSF among Malaysian signal crop. Sarwar, Mumtaz,Batool, &Ikram, (2015) findings depict that both styles of leadership are important to enhance employee's commitment through JSF. However the role of TRANSL was more prominent in Pakistani IT research firms. However the findings of Khan et al (2017) results postulate that transformational leadership is important style to motivate employees among to SME's sector of Pakistan. Results of Saif (2016) evident that transformational leadership enhance employee's performance than transactional style of leadership among the employees of Khyber Pakhtoonkhaw SME's sector. Similar results were found by Nigusie, (2018) in Ethiopian work context.

Based on the previous work it is hypothized that

H9; *Employee's job satisfaction mediates the relationship between Transformational leadership and employee's commitment toward their job in government libraries.*

 H10; *Employee's job satisfaction mediates the relationship between Transactional leadership and employee's commitment toward their job in government libraries.*

2.14. Mediating role of Job Satisfaction between Culture and Employees Commitment

In the current study Wallach (1983) style of various cultures are investigate to validate the meditational model of JSF in SME's sector of Pakistan. Ahmed,Hanif, AbidAlvi, veinhardt, &Adil, (2014) results depict that supportive, innovative and bureaucratic culture has significant impact on employees CMTF through mediating role of JSF. Similar results were found by Nigusie, (2018) in the Ethiopia work context. Based on the it is evident that

H11; *Employee's job satisfaction mediates the relationship between bureaucratic culture and employee's commitment toward their job in government libraries.*

H12; *Employee's job satisfaction mediates the relationship between innovative culture and employee's commitment toward their job in government libraries.*

H13; *Employee's job satisfaction mediates the relationship between supportive culture and employee's commitment toward their job in government libraries.*

METHODOLOGY

3.1. INSTRUMENTS

For the purpose to elaborate the leadership approach Bass and Avolio (1992) theories has been used in organizations. The information was collected on the basis of leadership style and the respondents will answer the multiple choice questions asked in the questionnaire. This type of questionnaire based on 45 items and for current study 36 statements are used to determine about the key inimitability of leadership performance.While leadership was investigated by adapted MLQ construct, validated by (Saif et al., 2015; Saif et al., 2016) in Pakistani work context. For the purpose to investigate organizational culture Wallach (1983) Organizational Culture Index of with three dimensionsbureaucratic, innovative and supportivehas been used.To determine and evaluate the JSF of the employees, the JSF Survey can be conducted to find out the job satisfaction level. Within organization JSF level can be tested on the basis of Compensation, promotion, employees working level and supervision. The above five factor are the mainly effected the JSF level as compared to the other factor. JSF was measured by the 25 items Spector (1985) construct. The Job Satisfaction Survey (JSS) measure the attributes of employees on the basis of five point Likert Scale (1="strongly disagree" and 5 depicting "strongly agree") attribute.Many of researchers elaborated the worker loyalty by different approach and developed

Organizational Commitment Questionnaire. There are three different approach are used to determined human resource commitment such as normative, contentious and affective. For the current study Meyer and Allen (1991) construct was used.The OCQ has a 5 point likertscale, where 1 is used for "strongly disagree" and 5 indicating a "strongly agree" with the items statement.

3.2. Population and Sample

Population of the study consists of employees working in government libraries in the Khyber Pakhtoonnkhwa. It consists of areas between D.I.khan and Kohistan. But for the current study major districts of KP province are selected. Based on the recommendations of Sekran (2003) sample size of 290 is enough to conduct study for known population. Hence a random sample technique is used to obtain the required information's.

3.3 Data Analysis

SPSS (Statistical Package for Social Science) version 21 was be used to analyze the data. The subsequent analyses will be conducted on the below tests. Preacher and Hayes (2008) was be used to assess the mediation effect. Similar test was used by Saif (2015) to validate meditational role of employees commitment between leadership and employees organizational citizenship behavior.

RESULT AND DISCUSSIONS

Table 4.1.Correlation and Reliability Statistics

	1	2	3	4	5	6	7
1.TRNSF	(.712)						
2.TRNSL	.083	(.721)					
3.CMTF	.343**	.264**	(.745)				
4.BURC	.705**	.094	.317**	(.811)			
5.INNC	.115	.137**	.053	.122**	(.788)		
6.SUPC	.084	.469**	.020	.097	.075	(.798)	
7.JSF	.757**	.163**	.464**	.782**	.176**	.149*	(.711)
**p<0.01; * p<0.05							

The above table shows the inter correlation between the variables while reliability of different constructs are presented in parenthesis. TheInnovative culture reliability value depicts (.788) alpha, that is acceptable in range while it highest correlation exist with transactional leadership.Supportiveculture reliability value depicts (.798) alpha, that is also in acceptable range, its highest correlation also exist with transactional, while bureaucratic culture reliability value is(.811) alpha, and it is highly correlated to transformational leadership. Thejob satisfaction reliability value depict (.856) alpha, it correlation exist with all variables. However highest exist with BURC(r=.782; p<0.01) followed by transformational leadership (r=.757;p<0.0.1).Thecommitment Reliability value depict (.6745) alpha, that is acceptable range and it correlation with both styles of leadership and BURC is significant. Similarly it strength with mediating variable (JSF) is also significant (r=.464;P<0.01) . Finally transactionaland transformational leadership Reliability values are (.621) and (.712) alpha, that is acceptable range.

Table No.4.2 Regression Result for direct and meditational path of all models

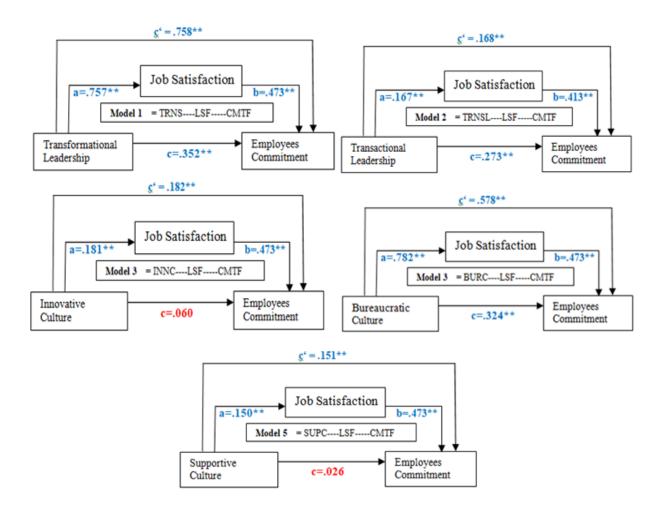| Step-1	Job satisfaction					Employees Commitment	
	M1	M2	M3	M4	M5	M6	M7
Predictor							
Transformational Leadership	.757***					.352***	.766***
Job satisfaction						.473***	
Transactional Leadership		.167**				.273**	.168**
Job satisfaction						.413**	
Innovative Culture			.181**			**.060**	182**
Job satisfaction						.473**	
bureaucratic Culture				. 782***		.324**	.578***
Job satisfaction						.473**	
Supportive Culture					.150**	**.026**	.151**
Job satisfaction						.473***	
**p<0.01; * p<0.05							

The table (4.2) depicts details about various paths with beta coefficients for predictor, outcome and mediating variables. Information from table stated that relationship between predictor and outcome is significant. Overall model R^2 is (.124) while F statistic value is (6.372). Similarly beta coefficient is (.352), which stated that 1% change in TRANSFbecause (35%) changes in employee's commitment. It is proving that the relation through path 'c' is accepted. Table depicts that path 'a' shows the association between predictor (TRANSF) and as criterion (JSF) as

a mediating variable. The R² of path 'a' (.574),standardized beta (.757) and (SE) of beta is (0.30). Results for Path 'b'is indicated through association between Mediating variable (JSF) as a predictor and employee's commitment as criterion (DV). Findings depict that (R^2=0.223; Un standardized Beta=.473; SE=.115) with p value (0.0358; $P<0.05$) that Shows path 'b' is significant. To find out the meditational effect Barron and Kenny (1986) test depict that if the c` value is significant than it will be partial mediation and insignificant level Leeds to full mediation. Here the results depict partial mediation because of significant results. In the current situation the p value of c` is highly (.766) increased but overall model is still significant that conform the role of JSF as partial mediator between transformational style of leadership and employees affiliation (commitment) to organization (see model 1 in fig 2).

The table (4.2) depicts details about various paths with beta coefficients for predictor, outcome and mediating variables. Information from table stated that relationship between predictor and outcome is significant. Overall modelR^2 is (.074) while F statistic value is (23.155). Similarly beta coefficient is (.167), which stated that 1% change in TRANSL causes (16%) changes in employee's commitment. It is proving that the relation through path 'c' is accepted. Table depicts that path 'a' shows the association between predictor (TRANSL) and as criterion (job satisfaction) as a mediating variable.The R² of path 'a' (.028), unstandardized beta (.025) and (SE) of beta is (.30). Table (4.2) shows that Path 'b'indicated association between Mediating variable (JIS) as a predictor and employee's CMTF as criterion (DV). The (R^2=0.223,and SE=0.115) for criterion JSF is (beta=.473**). To find out the meditational effect statistical procedure of Barron and Kenny (1986) depict that if the c` value is significant it will be partial mediation and insignificant leads to full mediation. Here the p value is significant so mediation ispartial. In the current situation the p value of c` is reduced (0.273---0.188), but overall model is still significant that conform the role of JSF as partial mediator between transactional style of leadership and employees affiliation (commitment) to organization (see model 2 in fig 2)..

The table (4.2) depicts details about various paths with beta coefficients for predictor (INNC), outcome (CMTF) and mediating variables (JSF). Information from table stated that relationship between predictor and outcome is insignificant. Overall modelR^2 is (.004) while F statistic value is (1.046). Similarly beta coefficient is (.036), which stated that 1% change in INNC causes (3%) changes in employee's commitment. It is proving that the relation through path 'c' is rejected.

Hence the model cannot be evaluated for further analysis as the first step of mediation analysis is rejected. Similar results are evident for model five, where the direct path between supportive culture and employees commitment is insignificant (Beta=.026; P>0.05). According to meditational rules if the direct path is insignificant than there is no need to conduct analysis for path a,b, and c' (see model 3 in fig 2)..

However Model 5 (see figure) overall modelR^2 is (.105) while F statistic value is (33.75). Similarly beta coefficient is (.324), which stated that 1% change in BURC caused (32%) changes in employee's commitment. It is proving that the relation through path 'c' is accepted. Table depicts that path 'a' shows the association between predictor (BURC) and as criterion (job satisfaction) as a mediating variable. The standardized beta for path is (.782), while for path b is (.473), Hence both path are significant (see table 4.2). To find out the meditational effect statistical procedure of Barron and Kenny (1986) depict that if the c` value is significant it will be partial mediation and insignificant leads to full mediation. Here the p value is significant so mediation ispartial. In the current situation the p value of c` is increased from (324 to 578) shows model is significant that conform the role of JSF as partial mediator between bureaucratic culture and employees affiliation (commitment) to organization (see model 4 in fig 2).

Model 1

ç' = .758**

a=.757** Job Satisfaction b=.473**

Model 1 = TRNS----LSF-----CMTF

Transformational Leadership — c=.352** → Employees Commitment

Model 2

ç' = .168**

a=.167** Job Satisfaction b=.413**

Model 2 = TRNSL----LSF-----CMTF

Transactional Leadership — c=.273** → Employees Commitment

Model 3

ç' = .182**

a=.181** Job Satisfaction b=.473**

Model 3 = INNC----LSF-----CMTF

Innovative Culture — c=.060 → Employees Commitment

Model 3

ç' = .578**

a=.782** Job Satisfaction b=.473**

Model 3 = BURC----LSF-----CMTF

Bureaucratic Culture — c=.324** → Employees Commitment

Model 5

ç' = .151**

a=.150** Job Satisfaction b=.473**

Model 5 = SUPC----LSF-----CMTF

Supportive Culture — c=.026 → Employees Commitment

5.1 General discussion

The purpose of this study is to investigate the impact of leadership styles (transformational leadership and transactional leadership) with the employee's commitment and JSF in government Libraries of Khyber Pakhtoonkhwa. The Multifactor Leadership Questionnaire (MLQ), Organizational Culture Index (OCI) and Organizational Commitment Questionnaire (OCQ) has used for the purpose to collect the data. The correlation value of transactional leadership with transformational leadership depicting insignificant association, hence it is proved that both are different style of leadership styles.

5.2 Direct relationship between leadership and employees commitment

Results of the current study indicate that TRNSFL shows significant association with employee's commitment. Similar result were evident by (Saif, 2015; Eliyara et al, 2018; Silva and Mandas,

2017; Ali and Hony, 2018; Zaraket and Sawmma, 2018).Result of Eliyara et al (2018) conformed the significant strength among middle level manager in Indonesian work context, while Saif (2015) conforms the relationship between employees of SME's sector of Pakistan. Ali and Hony (2018) findings depict that TRNSFL has significant relation with employees commitment attributes.In response toTRANSL current study findings stated that it has also significant contributor to mould employee's commitment. Similar result were founds by (Saif, 2015; Jackson et al, 2013; Breevart et al, 2014; Ali and Hussain, 2015).While Zaraket and Sawmma (2018) did not found any employees commitment.In comparison to both styles of leadership result of the current study depict that TRNSFL has greater   impact   towards employee's commitment in comparison to TRANSL. Finding of Zaraket and Sawmma (2018) are in line with current study. Organizational culture plays an important role for shaping employees affiliation with organization and boost satisfaction from their job. In the current study three different styles of culture proposed by Wallach (1983) are used to correlate with employee's commitment and JSF. Finding of the current study state that bureaucratic culture is the strongest type of culture that's prevailing in government Libraries sector of Khyber Pakhtoonkhwa. One of major reason behind the bureaucratic culture may be that in Pakistan libraries, top crest tries to control almost all kind of activities by themselves and employees tend to behave in accordance to the rules and regulation defines by organization top management. Supportive culture depict only 2% reason to motivate employees because in most of the government Libraries Khyber Pakhtoonkhwa it is observed that in Pakistan supportive culture did not promote innovation and accomplishment for organizational goal.

5.3 Relationship between Leadership, Culture and employees job satisfaction

According to the findings of current study TRNSFL has stronger relationship with employees JSF as compare to TRANSL. Current result are in line to the findings of (Al-domer and Awamleh, 2004; Asghar and Onio, 2017).The reason behind TRNSFL and JSF depends upon the attributes of leaders. In any organization whenever employees faces problem using performing their job. At such stage the support from management not only try to solve the problem but also boost the feeling of affiliation of employees. TRNSFL not only focus on inspiring employees but also promote group goal behaviors that ultimately enhance the capabilities of employees. As a result personal and organizational goal may be attain easily. On the other side results for

organization culture and employees satisfaction from job state that bureaucratic norms and values are highly forced by employees to enhance their satisfaction. Similarly innovate and supportive cultures are also significant but having weak strength of relationship. The reason behind support of bureaucratic culture based upon the philosophy of unity of command. In Pakistani government Libraries sector job security is prevalent, that why employees mostly follow defined rules and regulations. Any deviation from define organization norms, values and culture can question their current position in organization. Results of previous studies depict mix findings. As Saha and Paven, (2017); Hakimian et al, (2016) results are against our findings. While Al-sad et al, (2017); Kundu and Lata (2017) findings are in line with our current result. Finally meditational role of JSF depict that it partially mediate the relationship between leadership styles, organizational culture and employees commitment government Libraries of Khyber Pakhtoonkhwa. However leadership styles results state that TRNSFL posse's stronger mediation as compare to TRANSL. Our result conform the finding of Khan et al, (2017).

5.4 Meditational Role of Job satisfaction between Leadership and employees commitment

Results of the current study depict that both styles of leadership has significant association with employees CMTF through their job satisfaction. However Transformational leadership possesses stronger predictor for mediation. Similar results were evident by (Palupi, Cahjono&Satyawati, 2017; Mohamad, 2012) in Indonesian and Egyptian work context. Similar results were quoted byKhan et al.,, (2017) in SME's sector of Karachi. One of the basic reason to support transformational leadership is that such leaders enhance employees commitment through portray their role as inspirational character, which support group work and also focus on individuals to enhance their capabilities. On other side transactional leaders simply work on the philosophy of theory (X & Y). However the findings of Sarwart et al (2015) are against the current findings. The difference may depend upon variation in culture, social ethos and structure of organization and flow of communications. Similarly Eliyana, &Ma'arif, (2019) findings did not evident any relationship between transformational leadership and employees performance through their commitment.

5.5 Meditational Role of Job satisfaction between Cultural components and employees commitment

For meditational effect of JSF between organization culture types and employees CMTF, the current study state that JSF significantly mediate the relationship between various types of culture. However the beauracratic culture shows highest strength between employees CMTF and JSF. Previous studies (Nigusie, 2018;Ahmed et al, 2014; Saif, 2016) also found significant role of Wallach (1983) facets and employees commitment. However the results of Ahmed et al, (2014) are in line with the results of the current study.

5.6. Conclusion.

From previous studies mostly in Pakistan it is evident that both kind of leaderships work for the betterment of workers and organizations, but it depend upon the nature of organization, characteristics of employees working in an organization and the norms as well as cultural setup. Hence the current study for the first time investigates the various cultural types in government Libraries sector of Khyber Pakhtoonkhwa that are applied by leaders to promote their affiliation by enhancing employees satisfaction and commitment from their work. As it conforms the results from the previous literature , however interestingly the current study move one step forward to link various types of culture with employee's motivation via commitment. Hence it open new way of arguments to the researcher to validate the current model in other segment as well as other countries. Although only bureaucratic culture denotes significant relation with employee's commitment through their satisfaction in government Libraries sector of Khyber Pakhtoonkhwa. Findings of the current study lay foundation for future studies to link the relationship between supportive and innovative culture to employees behavior. As in western countries supportive and innovative culture is mostly linked to infuse commitment among employees. Most importantly transformational leadership attribute also promote vision and inspiration for better work, that actually directly promote supportive culture.

5.6 Recommendations for future researchers.

Based on the findings of the current research following are the recommendations for future research work. The sample is limited to selected region of KPK that cannot represent overall KPK and Pakistan. Data was collected through questionnaire at once. However the future researchers may investigate the same model with other tools of data collection (interview). The current research model may be applied to other department's i.e. higher educational setup, insurance, banking, services, and textile sectors to obtain more information's about culture leadership relationship to motivate employees. In future studies other styles of leadership (autocratic, servant, authentic, lassie fair etc) may be replicated to understand the nature of employee's commitment. In future studies other variables e.g. employees self and collective efficacy, intrinsic motivation, emotional labor, leaders emotional intelligence capabilities, organization politics may be use as a possible mediator or moderator to understand the relationship in more detail. Most importantly transformational leadership attribute also promote vision and inspiration for better work, that actually directly promote supportive culture. Hence the future researcher may investigate the relationship between transformational leadership and employee's commitment through their mediating role of job satisfaction and moderating role of innovative and supportive culture.

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