

Leadership Behaviour and Its Impact on Employee Job Performance: the Mediating Role of Organizational Commitment

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The leadership role is a necessity in any organization. This study builds on theoretical argument that has dominated the field of organizational behaviour for many years that leadership behaviour directly suggests the competent and committed employees in a firm and organizational commitment has significantly positive effect on employee's job performance. The objective of this study was to assess the impact of supervisor leadership behaviour on employee job performance while investigating the mediating role of organizational commitment on relationship between leadership behaviour and employee job performance. Data were gathered using cross sectional survey strategy. Sample size was 220. Data were collected using, (a) individual semi structured interviews (b) adaptations of House's Path Goal Model of Leadership with Perceived Leadership Behaviour Questionnaire (PBLQ) and Meyer and Allen's Organizational Commitment Questionnaire (OCQ). Pearson Correlation analysis was employed to assess the correlation among three variables. Sobel Goodman mediating test was carried out to find out the mediating effect of organizational commitment. Results revealed that supervisor leadership behaviours and organizational commitment of operational level employees are having a positive correlation. Further, it was found that directive and achievement oriented leadership behaviours are negatively correlated with affective commitment whilst positively correlated with continuance and normative commitments. Further, supportive and participative leadership behaviours are positively correlated with all three types of commitments. Moreover, affective, normative and continuance commitments were positively correlated with employee job performance. Organizational commitment significantly mediated the relationship between supervisor leadership behaviour and employee job performance. Extensive training programs to develop above leadership skills of supervisors and give proper guidance to adopt appropriate leadership style according to the situation is immediate action in order to sustain and retain the competent labor force within the company and enhance the performance of operational level employees and formulating recruitment policy is a long term strategy.

Keywords: Path goal leadership behaviour, Job performance, Organizational commitment, Mediating role