The Moderating role of power distance on the relationship between leadership styles and employees job performance on public health care sector of Pakistan

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Abstract- The purpose of the present study is to investigate the impact of leadership styles on employee job performance on public health care sector of Pakistan. The study examined the effect of transactional, transformational, charismatic, autocratic, democratic, laissez faire leadership styles on employee job performance where power distance played a moderating role in the relationship. Data was collected from 315 nurses of public sector hospitals located in twin cities of Rawalpindi and Islamabad in a non-contrived environment. Findings revealed that power distance moderates the relationship among transactional leadership and employee job performance. The significant link among transformational leadership and employee job performance is also found in the study. Whereas power distance does not moderates the relationship among charismatic, autocratic, democratic, laissez faire leadership styles and employee job performance conversely to previous cross cultural research on leadership. Future research directions are also discussed in the study.

Index Terms- Transactional Leadership, Transformational Leadership, Charismatic Leadership, Autocratic Leadership, Democratic Leadership, Laissez faire Leadership, Employee Job Performance, Power Distance.

I. INTRODUCTION

The concept of leadership is not new (Thrash, 2012). A person who influences his subordinates without possessing an official post in an organization is a true leader. Leader and manager are separate entities (Peterson & Peterson, 2012). Hersey and Blanchard developed a theory named situational leadership theory regarding leadership styles were noteworthy (Graeff, 1997).

Previous literature on leadership revealed that no one style of leadership is similarly successful in all situations (Gebert & Steinkamp, 1991). Several researchers have acknowledged different leadership styles like autocratic, laissez-faire, charismatic, democratic/ participative, situational, transactional, and transformational leadership. Several researchers have examined impact of leadership on performance as it prospects an essential component use to enhance performance of an organization (Obiwuru, Okwu, Akpa, & Nwankwere, 2011).

Leaders don't emphasis on one style they are skilled enough to switch among different styles. Research on leadership has been flourished by several scholars over the past few decades

(Raja & Palanichamy, 2012). According to Butterfield and Powell, 1981 there is a strong link between leadership styles and performance. Leadership and culture is one of the burgeoned among company and management. Scholars have argued there is a strong link between leadership and culture (Majeed, Bhatti, Nemati, Rehman, & Rizwan, 2010). Several studies have showed that there is a noteworthy relationship between leadership style and organizational performance. Leadership styles may be positively or negatively linked with organizational performance, thus leadership style should be suitably and cautiously adopted to lead and encourage the followers (Wang, Chich-Jen & Mei-Ling, 2010).

This study is conducted to examine the influence of leadership styles on employee job performance. The problem arises to adopt the appropriate leadership style in different circumstances. Hofstede declared Pakistan as high power distance nation. So, the main reason of conducting is to observe 1) the impact of leadership styles on employee job performance in public sector nurses of Pakistan? 2) Does power distance moderates the relationship between leadership styles and employee job performance in the public sector nurses of Pakistan?

Objectives
1. To find out the relationship between leadership styles (transactional, transformational, charismatic, autocratic, democratic and laissez-faire) and employee job performance.
2. To find out the moderating role of power distance in between leadership styles (transactional, transformational, charismatic, autocratic, democratic and laissez-faire) and employee job performance.

II. LITERATURE REVIEW

Leadership Styles

Leaders are not made, they are born. The concept of leadership emerges in early 1920's and 1930's and this idea was introduced by Mayo (Macefield, 2007). In past there was a belief that leader is someone who governs over the coworkers. Currently organizations have realized that to deal with external changes they have to make changes in internal setting. Leaders have the ability to cope up with changes and it is leaders' obligation to lead change in the organization (Alkahtani, Abu-Jarad, Sulaiman & Nikbin, 2011). Brown and Posner (2001)

identified four key elements of effective leadership as: significance through communication, belief through positioning, awareness through vision and organizing through self esteem. Researchers have identified different leadership styles like autocratic, bureaucratic, laissez-faire, charismatic, democratic, participative, situational, transactional, and transformational leadership. Scholars argued that by adopting particular style of leadership does not result in effectiveness. Leader must adopt style according to the situation and he should be able identify the accurate style where needed (Rad & Yarmohammadian, 2008). According to the researchers, the best leadership style adopted by organization is that which influence employees' potential and capability to perform in order to achieve desired objectives of the organization (Saad-ur-Rehman, Mansoor & Bilal, 2012). An effective leader is capable of setting standards, maintain balance of power and provide platform for exchanging ideas which will reduce chances to occur internal conflict. It is found in the study on nurses that there is an association among leadership behaviors and organizational culture (Tsai, 2011). Paul Hersey and Ken Blanchard developed a theory named situational theory. In mid 1970's life cycle theory of leadership was renamed as situational leadership theory (Graeff, 1997). According to situational theory leader will select and implement the leadership style according to the situation. When implementation of leadership style is effective this will result in commitment of individuals which will further lead to satisfaction. Several current empirical findings have recommended that contextual factors may moderate the relationship between leadership, job performance and group success (Elenkov, 2002).

Transactional leadership is the transaction in which organizations give return against their hard work and obedience, so employees comply with their leaders when they acquire the job. Transactional leadership is a way of supervision relatively a true leadership style, because focal point of transactional leadership is on short-term tasks (Lai, Luen & Hong, 2011). Transactional leadership have four characteristics each. Contingent reward is the first characteristics of transactional leadership. Management by exception (active) is the second characteristic. Management by exception (passive) is the third characteristic. Laissez-faire leadership is the ultimate characteristic of transactional leadership (Bass, 2009).

Transformational leadership is a leadership that redefines mission and vision of individuals, a restoration of their obligation, and the redesigning the method for goal achievement. Transformational leadership is the ability of a person to motivate others to achieve organizational goals rather than looking for the self interest (Copland, 2003). Raja and Palanichamy (2011) proposed that the followers of transformational leaders exhibit favorable outcomes and is positively relate to follower's job performance.

Concept of *charismatic leadership* has been defined by Weber. Charismatic leader is by virtue heroic, distant from ordinary individual who possess extraordinary character and persona (Noguera, 1995). Charismatic leaders lean to trust more in him rather than in their team. Charismatic leaders have three characteristics; they are very confident, dominant personality and have passion in his or her thinking. Charismatic leaders lay emphasis on changing the necessities, principles and objectives of the subordinates (Rani, Pawan, Musa & Tajudin, 2008).

Autocratic leader is extremely dictatorial; he has adequate authority to enforce his will on subordinates. Autocratic leader centralizes authority, decision making power and examine the work in detail (Choi, 2007). In high power distance culture leaders are more dictatorial and directive and lean to be less participative. It is found that power distance moderates the link among leader style of delegation and performance of the subordinate (Dicksona, Hartogb, & Mitchelsona, 2003). Another study shows that autocratic leadership style has a negative influence on the performance of an employee which leads to organizational performance. The leader apply excessive authority on employees, does not permit them to express or share the thoughts and don't allow them to take decisions as a result the performance is low (Popa, 2012).

Democratic leaders have power to influence; leader does not impose his own will on the employees and give autonomy. Here employees are involved in decision making and authority is decentralized (McGregor, 1960). It is found that democratic or participative are good at making decisions. Democratic leaders are also people oriented who allow their followers to contribute in decision making process (Ghosh & Shejwal, 2006). Participative leadership style and employee performance has a positive relationship; individuals who adopt the participative style are more productive. Participative leadership and performance of an employee has a significant relationship (Maqsood, Bilal, Nazir & Baig, 2013).

Laissez-faire leadership is considered to be the non leadership. Laissez-faire leadership is the averting or lack of leadership. Laissez-faire leaders are absent when required, usually they avoid to make decisions and take actions (Judge & Piccolo, 2004). In laissez faire leadership style, leader is least concerned about the subordinates and the performance of subordinates (Warrick, 1981). Laissez-faire supervision leads to confusion and ineffectiveness, generally the outcome of laissez-faire leadership seems to be negative which leads to low performance (Goodnight, 2004).

Employee Job Performance

Job performance is the set of activities that are associated with the objectives of the organization (Ferris, Lian, Brown, Pang, & Keeping, 2010). It has been believed from several decades that employees are the resource of an organization. As to produce a human body bones, blood, skin and soul is required similarly to build up a firm employees are the essential component. Firm should select right individual at right place to enhance the outcome (Munir, Yusoff, Azam, Khan, & Thukiman, 2011). Job performance is the degree to which a firm anticipates from every employee regarding excellence and quantity. Performance is a key measure that it connected with the success and outcome of the firm (Yahaya, Yahaya, Bon, Ismail & Ing, 2011).It is argued that the success and failure of firm depends on performance of the employees. Goal setting is an important factor that influences the job performance and it is a constructive method use to motivate the employees who help them to achieve their targets (Saetang, Sulumnad, Thampitak, & Sungkaew, 2010). Individuals who attain greater level of performance are considered to be more appreciated than others, and the performance of these individual will be acknowledged and compensated. Therefore, workers can make an impact on others,

as well as on their instant boss, through accomplishing a superior performance than estimated (Yun, Takeuchi, & Liu, 2007).

Vroom (1964) revealed that work motivation rely on the associations among expectancy, instrumentality and valence. Expectancy is the faith of an individual who works hard will produce a rewarding level of job performance. Instrumentality is the faith that the performance of an employee will be pursued by rewards. Valence is the worth of an individual embraces regarding the performance (Rizi, Azadi, Farsani, Aroufzad, 2013). When an employee has a belief that after exerting effort they would be able to perform well and their performance will lead to rewards in that case employee get motivated and are encouraged to work hard for the rewards.

Power Distance

Power distance, refers to the inequity of power among managers and employees. Organization with high power distance has clear managerial hierarchy. There is a line among supervisors and employees. As compare to high power distance organizations, low power distance organizations tend to have a horizontal managerial structure (Wu, 2006). Power distance entails the level of a people's tolerance for societal hierarchy and authority structures. Power distance is used to determine the fairness or unfairness between people in a society. A high power distance culture shows that unfairness of authority and wealth has been allowed to prevail within the society. Low power

distance cultures stress less on the difference among individual's authority and wealth (Liu & Lee, 2012).

The foundation of organizational culture is commenced in the Hofstede theory who proposed four dimensions of culture which demonstrate the culture of a firm. According to the hofstede model four dimensions of culture are: individualism-collectivism, masculinity-femininity, uncertainty avoidance, power distance; which influence performance directly or indirectly (Umans, 2011). Power distance is the unfair level of authority between employees of an organization. In high power distance cultures usually the performance is low due to unfair distribution of power there is a huge gap among leader and subordinates. Especially in Pakistan only directions are given and employees are not involved in decision making process. So there is a gap among leader and subordinate.
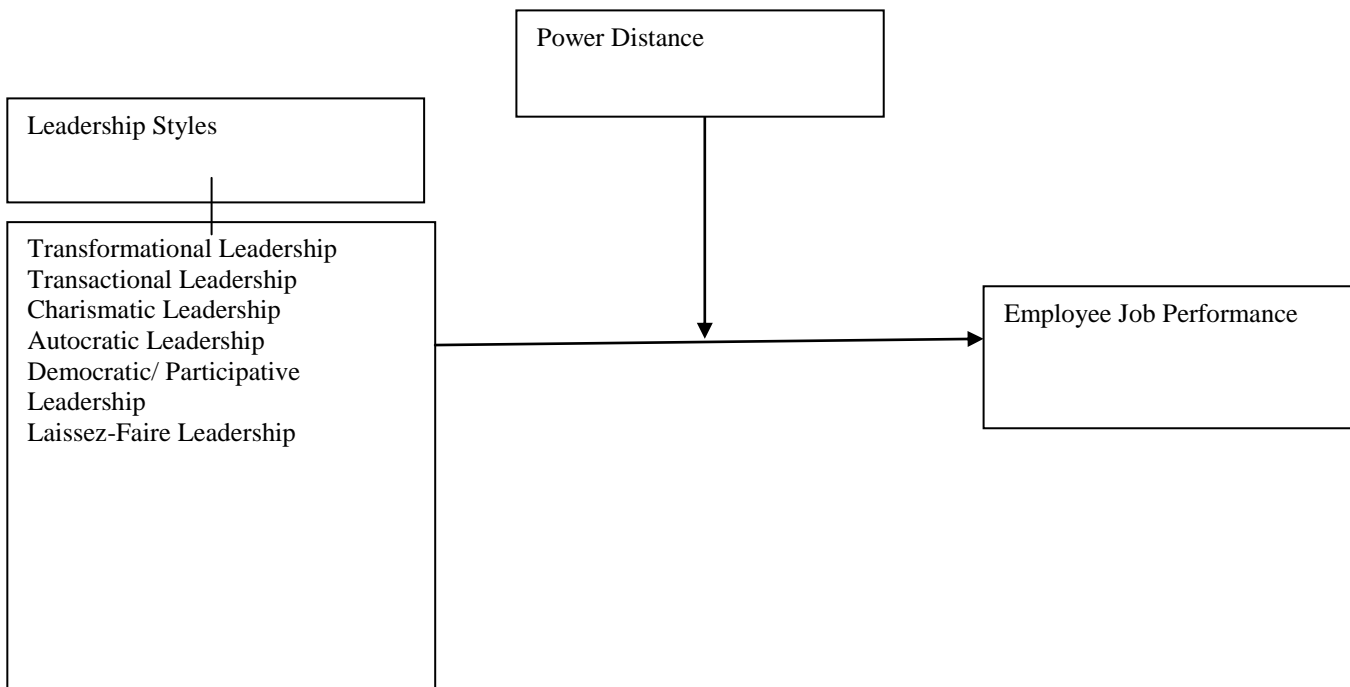
Hypotheses

H1: Leadership styles (transactional, transformational, charismatic, autocratic, democratic and laissez-faire) are significantly related to employee job performance.

H2: Employee job performance is significantly related to leadership styles.

H3: Power distance moderates the relationship between leadership styles and employee job performance.

Figure 1: Theoretical Framework

This study examined the relationship of leadership styles, employee job performance and power distance of public sector nurses in Pakistan. The population for the study is public sector nurses in twin cities that are Islamabad and Rawalpindi. Public sector nurses present in the country take account of public sector hospitals which are registered under PNC. The primary data were collected with the help of survey through personally administered questionnaires from 325 respondents in a non-contrived environment during April 2013. Respondents included both male and female nurses. The questionnaire circulated out of which 300 were received from which 279 questionnaires were used for data analysis making the response rate 86%.

The variables which are being taken can be seen in theoretical framework. Leadership Styles is the independent variable. Employee Job Performance is the dependent variable whereas Power Distance is the moderating variable.

In order to examine the response rate from all the respondents, 5 items of transactional leadership and 10 items of transformational leadership were developed by Bass and Avolio, 1991 but it was simplified by Ismail, Mohamad, Mohamed, Rafiuddin and Zhen, 2010. 7 items of charismatic leadership were developed by Zhu and Li, 2002 but simplified version was adopted from Wang, Chich-Jen and Mei-Ling, 2010. 10 items of autocratic leadership style and 10 items of democratic leadership style were developed by Donald Clark, 2011 however cut down edition was adopted from Pavlovic, Oljaca and Kostovic, 2011. 4 items of laissez-faire leadership style were developed by Bass, 1987 and simplified version was adopted from Stumpf, 2003.

To measure performance of employees on the job, 4 items of employee job performance were taken from Shahzad, Bashir and Ramay, 2008 which were developed by Teseema and Soeters in 2006. To examine the moderating effect 3 items of organizational culture were developed by Hofstede in 1980 and modified version was adopted from Pheng and Yuquan, 2002.

Questionnaire was based on 5-point scale i.e. 1=strongly disagree, 2=disagree, 3=neutral, 4=agree, 5=strongly agree. Questionnaire included four sections. First section asked questions related to independent variable which was leadership styles and behaviors. Second section was about dependent variable i.e. employee job performance. Third section was based on questions related to power distance which was the moderating variable and the last section was about demographics which included gender, position, age, and tenure.

Cronbach's alpha is use to verify the internal consistency or standard correlation of data in a research instrument to measure reliability. The value of alpha ranges from 0 to 1, as it is the relation of two discrepancies. High values of alpha are extremely appreciated. This shows the consistency of a scale. The above Table 4.1 illustrates the Cronbach alpha of the items used in data collection in the investigation. Cronbach alpha of all items were reliable and accepted.

III.   IDENTIFY, RESEARCH AND COLLECT IDEA

Table 1: Correlation Analysis

Variables	EJP	TransacL	TransforL	CL	AL	DL	LL	PD
EJP	1							
TransacL	.456**	1						
TransforL	.441**	.630**	1					
CL	.010	.029	.189**	1				
AL	.140*	.097	.239**	.595**	1			
DL	.105	.149*	.262**	.568**	.606**	1		
LL	-.161**	-.285**	-.181**	.264**	.485**	.216**	1	
PD	.629**	.468**	.402**	-.023	.229**	.157**	-.083	1

** Correlation is significant at the 0.01 level (2-tailed).

* Correlation is significant at the 0.05 level (2-tailed).

Table 2: Reliability Analysis

Variables	Cronbach's Alpha	No. of Items
Leadership Styles		
Transactional Leadership	.793	5
Transformational Leadership	.754	10
Charismatic Leadership	.697	7
Autocratic Leadership	.789	10
Democratic Leadership	.809	10
Laissez faire Leadership	.894	4
Power Distance	.817	4
Employee Job Performance	.856	4

Correlation coefficient shows the strength and direction of the linear relationship among two random variables.

Transactional leadership, transformational leadership and autocratic leadership were positively and significantly correlated with employee job performance. Charismatic leadership and democratic leadership were insignificantly correlated with employee job performance. Laissez faire leadership and employee job performance has a strong negative relationship.

Table 3: Regression Analysis

Variable	Employee Job Performance B
Constant	.805*
Gender	.042
Position	.015
Age	.018
Tenure	.006
Transactional Leadership	-.027
Transformational Leadership	.158*
Charismatic Leadership	.134
Autocratic Leadership	.050
Democratic Leadership	.165*
Laissez faire Leadership	-.019
R^2	.531
R^2 Change	.531***

Adjusted R^2	.506
F Statistics	21.346***
Power Distance	.349***

*p<.05, **p<.01, ***p<.001

Regression analysis is used to find out the strength of the link among the dependent and independent variables. The effect of moderating variable is regarded as an interaction, a variable that influences the strength and direction of the relationship among independent and dependent variables.

Table 4: Moderated Regression Analysis

Variable	Employee Job Performance		
	Model 1	**Model 2**	**Model 3**
Gender	.095	.088	.105
Position	.071	-.091	-.103
Age	.061	.059	.053
Tenure	.077	-.020	-.020
Constant	3.342***	1.258***	3.758***
Transactional Leadership		.203***	-.433*
Organizational Culture		.501***	-.179
Transactional Leadership × Organizational Culture (PD)			-.171**
R^2	.065	.437	.457
R^2 **Change**	.065***	.373***	.020**
Adjusted R^2	.051	.425	.443
F Statistics	4.746***	35.235***	32.627***
Constant	3.342***	.974***	2.953***
Transformational Leadership		.254***	-.238
Organizational Culture		.508***	-.041
Transformational Leadership × Organizational Culture (PD)			.137*
R^2	.065	.443	.451
R^2 **Change**	.065***	.378***	.009*
Adjusted R^2	.051	.430	.437
F Statistics	4.746***	36.019***	31.845***

Transactional leadership, charismatic leadership laissez faire leadership and autocratic leadership styles were insignificantly associated with employee job performance. Transformational leadership (.158, p<.05) and democratic leadership (.165, p<.05) styles were positively associated with employee job performance.

Moderation analysis on employee job performance demonstrates significant beta coefficient for the interaction term. The beta coefficient for interaction term is significant (β= -.171, p<.01). Change in R^2 is .065 in model 1, .373 in model 2 and .020 in model 3. Supporting the hypothesis is 4(a). Thus, power distance negatively moderates the relationship among transactional leadership style and employee job performance.
Result of moderated regression show that the interaction term [Transactional leadership x organizational culture (power distance)] has a significant impact on employee job performance. Beta coefficient for the interaction term is significant that is (β= .137, p<.05). Change in R^2 for model 1 is .065, for model 2 is .378 and for model 3 is .009. Supporting the hypothesis is 4(b). Thus, power distance positively moderates the link among transformational leadership and employee job performance.

IV. LIMITATIONS

Following were the limitations for the present study:
1. Sample size of this present study was small and limited to only one sector that is public sector nurses.

2. Convenient sampling technique was used due to the resource constraints which hinder to generalize the findings for overall sector.

3. Because of cross sectional study, data was collected one time. However, data should be collected on longitudinal time settings to generalize the findings.

4. As the study measured public sector nurses as a sample, so the difference between the public and private sector can have an effect to take a broad view of findings.

5. Only one dimension of culture that is power distance has been considered in the present study. Investigating other dimensions of culture will reveal different findings.

6. Simply one district of Punjab was measured with the small sample size which seems deficient to describe the overall significance of the sector.

7. Main limitation of this study was geographical limitation. Data was collected from public sector nurses situated in twin cities of Rawalpindi and Islamabad.

V. CONCLUSION

The study was conducted to verify the outcome of leadership styles on employee job performance among public sector nurses of Pakistan. The moderation effect of power distance was also observed. It is concluded that effect of transformational leadership and democratic leadership on employee job performance is significantly positive. The moderation effect of power distance among transactional leadership style and employee job performance, and transformational leadership style and employee job performance is positive and significant.

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