

Determining the University Performance Influenced by the Administrative Leadership, Relation with Supervisor with Moderation Effect of Managerial Ties

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Abstract

The higher education sector plays a vital role in national development by fulfilling the needs of professionals, scientists, specialists, and researchers who contribute to knowledge creation and acquisition. The leadership contributes to developing and shaping the knowledge harvesting behaviour that encourages a higher performance level and reduces the negative occurring that demolishes the performance-related perspectives. This research effort focuses on administrative leadership, employee relations with supervisors, and managerial perspective. The study incorporated the moderation effect of managerial ties between variables of the study. The data was collected from university leaders by employing proportionate random sampling from the province of Punjab, Pakistan, and analyzed through Smart-PLS. The results revealed that administrative leadership employees' relations with supervisors, and managerial ties significantly influence the university's performance. The moderation role of evident in the relationship between administrative leadership and university performance, however, no moderation effect has been observed between employee relations with supervisors and university performance. The research suggested adopting the appropriate leadership style and ensuring effective relationships with the supervisor while enforcing suitable managerial ties.

Keywords: Employees Relationship, Knowledge Creation, Leadership Style, Performance & Practices

Introduction

The society is developed through effective and efficient education practices and the quality of education plays a vital role in shaping society while ensuring the development of organizational success, progress, and growth. The quality of education ensures the development of skills among learners that bring benefits to society to progress and prosperity that is built on creativity. There are several factors including quality learners, the environment, material, educational delivery processes, teachers, and outcomes of educational materials are required by the quality education system that works towards the generation of skills, that further contribute to the highest level of excellence (Khan et al., 2022; Minnotte et al., 2013; Javed & Irshad, 2020). It has been highlighted that family-work balance has become one of the critical issues among academic staff of universities as boundary has become blurred and stress has increased in personal life due to imbalance (Rahman et al., 2020). The new trends have been adopted in academic institutes among researchers widely as academic employees have become professionals to adopt several changes at the workplace and encompass a diverse range of responsibilities. Prior studies have focused on the work-life balance (Kinman & Jones, 2008) and family role conflict (Rahman et al., 2020) of academic employees to assess their performance (Rahman & Ali, 2021).

The universities meant to provide quality education through effective training that becomes the value for higher education institutes, the upgradation of curriculum, policy of institutes or combination of both contribute in providing quality education. Meanwhile, the laboratories must be equipped and libraries must be updated and linked with e-libraries of the world. Further, the infrastructure must be developed. The higher education commission (HEC) ensures and provides the supervision for quality of education, teaching methodology and research activities through establishing the quality enhancement cell (QECs) for maintaining the quality of education (Shaheen et al., 2020). There are just few public sector universities of Pakistan that are included for world class ranking as it has been identified that higher education has striving to enhance the quality of education and following the standards of international education, the duration of degree programs, initiation of associate degree, and relationship between education and quality must be ensured through promoting the education skills, competencies, and knowledge (Verecio, 2014). The government of Pakistan established the higher education commission (HEC) and funded universities in different provinces for quality of education. There are number of holes in the universities education that drain quality and resources, so universities were expected to improve the quality for providing the world class education to the students, there is dire need to identify the problem that impede the quality of education (Khan et al., 2022). The research scholars have emphasized on the role of leadership in current highly competitive era to enhance the performance and for survival. It has been

reported that in current century the service efficiency is enhanced the community will be pleased that overall enhance the performance. The role of leadership has been assessed in the projects of police department of Pakistan, as the law enforcement in the state is based on the police officials that play important role in controlling the violence and insurgencies. The leadership has been found one of the important factor in social issues, the various styles have been incorporated to improve the performance of different departments (Gul et al., 2022).

Previously, the studies have stressed upon the innovation and suitable strategies to fulfill the demands of market to gain the competitive advantage. The innovative initiatives enable the universities to gain the higher level of performance while ensuring the appropriate culture (Imran et al., 2021). The culture of the organization plays important role in organizational performance that also assist organizations to gain the employees' satisfaction (Jacobs et al., 2013), organizational change (Rashid et al., 2003), and the efficiency of employees and turnover (Habib et al., 2014). The research has stressed upon the phenomenon of innovation that positively associated with organizational performance, the innovative capability and innovation regarded as the competitive tool for organizational performance and facilitate the organizations to adopt the changing environment. The literature has shown that innovation influence the organizational performance in rapidly changing environment, so therefore organizations strive to adopt such suitable practices, policies and culture that foster the innovation for higher performance (Valdez-Juárez et al., 2016; Kostis et al., 2018). It has been well established and explored that organizational culture must be supportive in incorporating the organizational innovation that further enhance the performance (Shahzad et al., 2017).

The poor administration and ineffective policies of HEI of Pakistan has been reported that there is dire need to address and improve the university performance. The poor administration leadership of universities caused large-scale issues in financial matters and utilization of funds for development (Ali & Siddiqui, 2013). The lack of rewards to the universities teachers causes demotivation among employees, the higher education commission strives to develop the capacity of universities under the effective administrative leadership of vice chancellors. The faculty development programs have been initiated in universities to enrich the managerial skills among university's administrative staff. The research scholars have highlighted the importance of university's administrative capability and leadership for intelligence-generation and responsiveness that must be embedded among students that present the extra-ordinary situation of the university's capabilities. The education process consists of various students-teachers related activities that reflect the intelligence-dissemination in the context of universities (Niculescu et al., 2016). The two dimensions have been chosen including advising and monitoring of students and role of administrative officials or

leadership that contribute in the process of higher education services. The organizational goals must be achieved in order to gain the required results, the administrative leadership defined as the power that influence or motivate the concerning entities that contribute in achievement of targets. The leadership style, appropriate organizational structure, culture, and organizational system enable the firms to increase the performance to achieve the objectives and goals (Bryman, 2007; Imran et al., 2021). The suitable and appropriate leadership foster the organizational performance and enable to determine the performance related factors to increase the existing performance perspective.

The workplace relationship and association has taken attention of research scholars as it influences the organizational culture, it may cause inefficiency or inconvenience, the good relations at the workplace and in organizations plays vital role in achievement of organizational goals by ensuring the appropriate culture and association among employees. The relationship between employee and supervisor also gained the attention due to its importance at workplace as it influences the behaviour of employees, the supportive behaviour and relationship support the organizational cause. The human beings working in the organizations play significant role under the contract of employment to perform a task in exchange of reward, during routine matters there may be several issues or disputes take place in real life, as lot of communication and collaboration takes place among employees, and supervisors. So therefore, it has been established in the prior research that there is association between employees at workplace and this association, affiliation and relationship influence the behaviour that may cause conflict, dispute or affect the relationship that further led to negative or positive performance related consequences. The term of employee relation has been coined as derived from the concept of industrial relations (Pahuja et al., 2021). Research efforts have shown that number of problems occurs that negatively impact the performance such as interruption in energy, inefficient management, political instability, poor infrastructure and strikes, and rewards, promotion chances, harsh employee relations bring obstacles in operations. The research scholars have used different dimensions to explain the phenomenon of employee relations, the HR practices have been introduced in the research studies different perspective to increase the performance and relation (Swanson & Holton, 2005). The prior literature has emphasized on training and development, career growth, organizational change and employee relation as suitable HR practices, the prior studies have largely focused on the recruitment and selection, training and development, compensation, job security, promotion criteria, and relationship with supervisors to determine the employee performance, there is scarcity of the empirical evidences to determine the relationship between employee relationship with supervisors and organizational performance (Shaheen Ahmed, 2017).

The researcher intends to determine relation between administrative leadership, HRM practices including HR career planning, job design and employee relation with supervisor for university performance assessment. The researcher also intends to incorporate the moderating role of managerial skills to determine the performance of universities, the moderating role of managerial skills intended to be investigated between the relationship of exogenous constructs including administrative skills, HRM practices including career planning, relationship with supervisor, and job design and endogenous construct university performance, this study claims that managerial skills assess the moderation role of management perspective that strengthening the relation as notion of the study is that managerial skills increase the performance.

Review of Literature

Administrative leadership and University Performance

The universities and colleges fulfill the educational need of various students in highly competitive, challenging and dynamic environment and appropriate university leaders are necessary to tackle the different kind of students. The differentiation of universities can be assessed by the responsiveness of the students, as responsive agility considered as the ability of university to perform the efficient response to the changing need of the student's wants and demands (Ravichandran, 2018; Herman et al., 2018). The rapid changes in markets requires the dynamic changes in existing operations to sustain the performance while acquiring the hurdles to mitigate the negative impact. The literature has suggested to response to rapidly changing environment for performance maintenance (Rulinawaty & Samboteng, 2020; Asadi et al., 2017). The quality of education has to be improved by handling the environmental challenges efficiently and timely and organizational setup assists universities for accomplishment of the goals. The adoption of technology, achievement of superior position in labour market, reduce the cost, effective and efficient utilization of the firm resources and increase in productivity to gain the competitive advantages (Sohrabi et al., 2014; Al-Romeedy, 2019; Ashori et al., 2015).

The previous research has been published that examined association between leadership style and organizational agility (Akkaya & Tabak, 2020). The study investigated the relationship and impact of transformational leadership and transactional leadership on employee engagement and responsiveness agility (Salahat, 2021). Ahmad (2016). Another research effort investigated the role of hard and soft skills, innovative capability, and organizational learning to explain the performance of university lecturers in Indonesia, the results shows that hard and soft skills play significant role in performance (Wibowo et al., 2020).

The research study investigated the organizational readiness for change, influenced by organizational learning capability, the influence of adaptive leadership and academic leadership on organizational learning that further contribute in organizational readiness for change. The study reported these two leadership styles very effective in explaining the phenomenon of the organizational response towards change. The study also suggested to introduce other leadership styles to assess the performance related consequences (Mukaram et al., 2021).

The literature embarked on the leadership competencies on jobs satisfaction and project performance in police department of Pakistan. The findings revealed that leadership competencies including managerial, emotional and intellectual perspective, influence the performance related outcomes. The study reported that leadership competencies influence the performance (Gul et al., 2022). The previous literature assessed the job performance based on the five personality traits and employee engagement, the study revealed positive significant results that personality traits and engagement influence the job performance among employees lecturers of the universities of Pakistan (Jabbar et al., 2022).

This study intends to determine the role of administrative leadership in higher education institutes of Pakistan, due to lack of effective leadership that is required during crisis in Pakistan, such as during the Covid19 era, the problematic situations require effective and strong leadership to tackle it, thus this study introduced less focused or overlooked phenomenon of administrative leadership. The assessment of above literature derived the following hypotheses:

H1: Administrative leadership style influences the university performance of public sector higher education sector of Pakistan.

Employee Relation with Supervisors and University Performance

This study has incorporated the employee relations to assess the different outcomes of the organization, the study investigated the different terms and conditions in order to assess the relationship level among employees of the organization. It is also referred as the understanding of rules and regulations, the agreements among employees and supervisors to be followed, and the relations among groups. In the presence of appropriate leadership, the employee relations have to be focused by the management for accomplishment of the objectives. The various functions including planning, organizing, direction, employees' management, staffing, coordination, controlling and leading has to be shaped for achieving the purpose. The employee's relations also referred as the management of relationship among employees and supervisors. The organizations that ensure the employee relations gain the most of benefits and committed to the job with trust level while prevent the problems in specific

situation (Kapur, 2022). The studies have been conducted on employee relations to foster the benefits and for progressive development. The organizations ensure the sustainable relations with employees and other related industries. The effective relationship between employees and stakeholders increase the productivity (Ismail, 2022). It has been stated in the literature that effective employee relation creates the better environment, cultivate the benefits, and motivate the employees to be productive and gain organizational objectives through enhanced performance related outcomes. The effective and healthy employees' relation is considered as the prerequisite of performance as well for organizational goals achievement. The organizations focus on development and establishment of health employee's relation by ensuring their participation in decision making, by resolving the conflicts, by providing the opportunities and resolve the disagreements that arises among employees during working environment. The research scholars have explained that healthy employee relation leads towards the efficient, effective and productive outcomes that further leads to the higher level of production, the studies have also confirmed that employee relations help to create the effective working environment to be more productive and financial strength. The effective relationship with employees has the tendency to produce the organizational harmony and fulfil the requirement of the organizations for accomplishment of the objectives and goals. The poor relationship creates the conflicts, causes misunderstanding, mis management causes failure in task accomplishment, so it reduces the productivity, causes poor moral and behaviour (Niculescu et al., 2016).

Based on the above literature the following hypothesis is derived:

H2: Employee relations with supervisor influences the university performance among academic staff of universities in Pakistan

Managerial Ties and University Performance

This study intends to incorporate the managerial ties that is expressed as the extent to which owners and manager of businesses utilize their social links, networks and connection with stakeholders to get the mutual benefits and accomplish the organizational goals and objectives. The higher education sector and academic employees strive for social links, establish the social links and connections with industries, with small and medium enterprises, other universities and supportive institutes to grasp the mutual benefits (Luk et al., 2008). It has been argued in the literature that managerial ties have impact on the business performance, however there is limited studies have been conducted on managerial ties and aspect in higher education perspective specifically in relation to the leadership, relationship with supervisors and career planning. The prior literature has embarked on the social capital, that has direct influence on the organizational performance (Acquaah, 2007; A. Ali et al., 2022). The previous studies have indicated that market failure influence the

business relationship, the effective managerial ties considered as an important factor in order to raise the productivity, improved financial situation, information flow and facilitation, and enhance the business coordination. It has been stated that managerial ties in small firms or low-growth firms affect the performance, in addition to that the internal managerial ties also play significantly important role in achievement of the organizational goals. The previous research investigations suggested to encourage the managerial ties through social networking and collaboration that found to be significant in improvement of the business performance (Zakariya, 2016).

The previous empirical studies have been conducted to assess the firm performance influenced by innovative behaviour and product innovation, that are supported by government support and market orientation, further the moderation role of political ties, and business ties. The business ties, and political ties help firms to improve the performance and grasp the benefits (Thongsri & Chang, 2019). However, the study was limited in terms of assessing the performance of the firm as it overlooked relation between leadership and managerial ties to determine the performance. The current study incorporated the effect of managerial ties in explaining the university performance, as the managerial ties for educational institutes has gained the importance due to its significance. The study conducted on the role of managerial ties to explain the relationship with in-bound open innovation and out-bound open innovation, the study reported significant results that managerial ties influence the in-bound open innovation as well as out-bound open innovation among in UAE firms (Naqshbandi & Jasimuddin, 2022).

The study has been conducted to investigate the role of managerial ties in international competitive perspective for exports as well as in strategic performance. The international competitive strategy and performance contribute in achievement of export and financial performance. The business ties have been reported as positive influential factor in explaining the competitive strategy, it helps in reducing the cost, increase the export strategic performance, however negatively impact the low-cost strategy for export. The study also examined the political ties and reported negative effect on international export financial performance (Chung & Kuo, 2018). However, this research was limited in assessing the performance, and ignored important factors, the current study incorporated the appropriate leadership style, employee relations with supervisors and career planning to enhance the performance.

Based on the above literature the following hypothesis is derived:

H3: Managerial ties influences the university performance among higher education sector of Pakistan.

Moderating Role of Managerial Ties

This study intends to determine the moderation role of managerial ties, between exogenous and endogenous constructs, the moderating affect is investigated between the relationship of administrative leadership and university performance, between career planning and university performance, between employee relations with supervisors and university performance, and between job design and university performance. It has been well understood that managerial ties has specific importance in development of business and increase the performance of businesses, these relationship and managerial ties assist in development of competitive advantages through providing the new opportunities, new and emerging ideas, new markets, new information exchange and new network extensions (Van-Laere, 2003). The business networking is considered as a crucial factor for the success of the organizations in such turbulent business environment. The business networking and managerial ties found to be important factor that accelerate the organizational innovation and success that further increase the performance. The exchange of ideas, the information sharing and information exchange between groups and stakeholders produces the new opportunities to be capitalize and to grasp the benefits through accelerating the innovative initiatives (Zeng et al., 2010; Farinda & Kamarulzaman, 2009).

The managerial ties have been observed as moderator in number of studies that investigated the moderation role of managerial perspective that produces the number of benefits and relationship explanation. The moderation role of managerial ties has been expressed by (Walter et al., 2006), the moderation role of managerial ties between entrepreneurial orientation and performance has been expressed by (Stam & Elfring, 2008), the moderation role of business ties between government support, and innovation, and between market orientation and product innovation has been assessed by (Thongsri & Chang, 2019). The studies have shown that managerial ties strengthen the relationship between variables as moderator. The relationship between market-oriented exertions and performance has been strengthen through managerial ties and government institutes that foster the benefits by accelerating the performance related outcomes (Boso et al., 2013). The impact of organizational performance can be achieved through entrepreneurial innovations and the relationship becomes stronger as the managerial ties play its role to gain the required outcomes influenced by networking capabilities. The studies have suggested to incorporate and focus on the managerial ties for required performance standards (Farinda & Kamarulzaman, 2009; Farinda & Kamarulzaman, 2009).

The study of Zakaria (2016) reported significant moderation role of managerial ties between organizational innovation and organizational performance, based on the above discussion and literature review the current study intends to determine the

moderation role of managerial ties between independent and dependent constructs in higher education sector of Pakistan. The following moderating hypotheses are stated:

H4: Managerial Ties Moderate the Relationship between Administrative Leadership and University Performance among higher education sector of Pakistan

H5: Managerial Ties Moderate the Relationship between Employee Relations with supervisors and University Performance among higher education sector of Pakistan

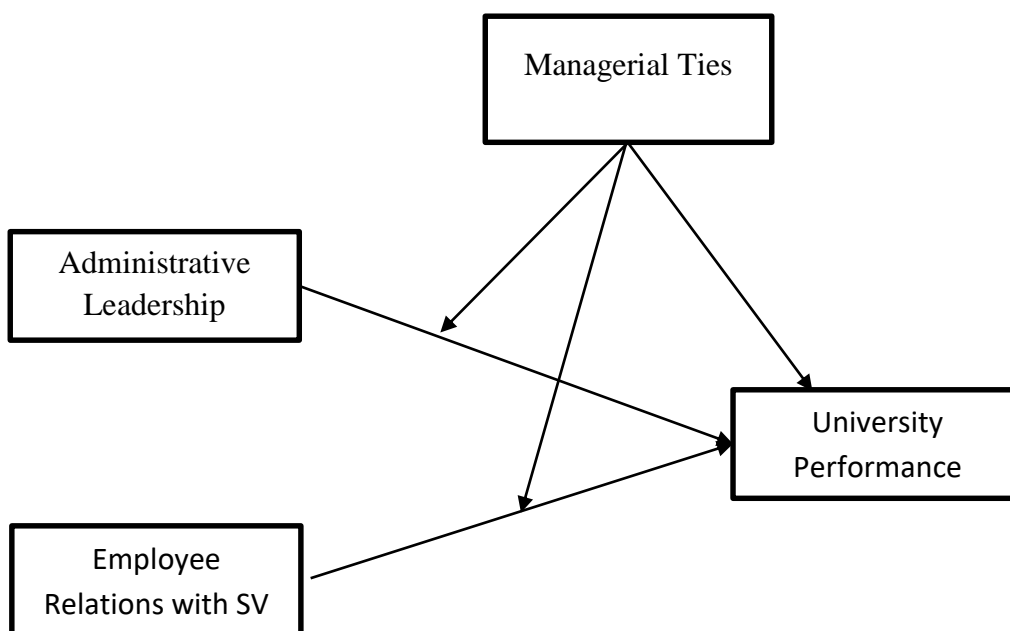


Figure:1 Research Conceptual Framework

Research Methodology

This study is quantitative in nature as data was collected cross-sectionally through questionnaire. The data was collected from academic employees of the universities from the Punjab province and federal territory. This study employed simple random sampling technique and utilized Krejcie & Morgan (1970) table. According to the population and sample ration the total 280 responses were required for data analysis to determine the performance of universities influenced by the exogenous variables as depicted in the figure 1 research framework.

Measurement Scales

This study adopted the previous measurement scales for each variable, as reliable and valid scale is acceptable for data collection. The measurement instrument

must be valid, pretested and according to the objectives as per suggestion of (Hair et al., 2019).

University Performance

The thirteen items scale was adopted from previous research to measure the university performance due to its validity and reliability including different perspectives such as overall performance, retention and recruiting and funding (Niculescu et al., 2016). All the items of the scale were measured on the 5-point Likert Scale ranging from 1-5, whereas 1 considered as very poor, and 5 considered as very good.

Administrative Leadership

The six-items measurement scale of administrative leadership was adopted from the study of (Khuwaja, 2018). Each item of the measurement scale was assessed on the base of 5-point Likert scale. The items of the measurement scale are given as under:

Managerial Ties

The six-items measurement scale of managerial ties was developed by (Peng & Luo, 2000) and later used by various research scholars due to its validity and reliability.

Employee Relations with Supervisor

The five-items measurement scale of employee relations with supervisor was adopted from the study of (Bulińska-Stangrecka & Bagieńska, 2021).

Analysis and Discussion

This section of the study entails the analysis of the collected data by assessing the reliability and validity of the constructs, further the relationship between variables is investigated by utilizing the Smart-PLS. In the first section the profile of the respondents is presented, the demographic information, descriptive analysis followed by the Measurement Model Assessment for construct validity and reliability, further the Structural Equation Model for assessing the direct relationship and moderation relationship between constructs of the study.

Measurement Model Assessment

This section determines the construct validity based on the Cronbach alpha, Composite Reliability and Average Variance Extracted (AVE), the reliability and validity are assessed by utilizing the PLS-algorithm method of Smart-PLS, the table 1

below demonstrates the Cronbach alpha, CR and AVE. The value for Cronbach alpha, and composite reliability must remain higher than 0.70 for acceptable reliability and AVE must be higher than 0.50 for acceptable validity of construct as per suggested by (Hair Jr et al., 2014). The table 1 below presents the output of measurement model assessment.

Table 1:

	Items	Loading	Alpha	CR	AVE
Administrative Leadership	al1	0.788	0.912	0.931	0.694
	al2	0.855			
	al3	0.892			
	al4	0.847			
	al5	0.771			
	al6	0.841			
	cp2	0.945			
	cp3	0.945			
Employee Relations	cp4	0.914	0.947	0.959	0.824
	er1	0.887			
	er2	0.936			
	er3	0.926			
	er4	0.9			
	er5	0.89			
	jd2	0.86			
	jd3	0.77			
Managerial Ties	jd4	0.684	0.807	0.847	0.512
	mt1	0.814			
	mt2	0.883			
	mt3	0.77			
	mt4	0.726			
	mt5	0.135			
University Performance	mt6	0.704	0.919	0.930	0.508
	up1	0.691			
	up10	0.632			
	up11	0.722			
	up12	0.77			
	up13	0.77			
	up2	0.693			
	up3	0.699			
	up4	0.751			
	up5	0.619			
	up6	0.773			
	up7	0.763			
up8	0.725				
up9	0.635				

Discriminant Validity

This section presents the discriminant validity according to the criteria of (Fornell & Larcker, 1981).

The table 2 below presents the discriminant validity

Constructs	AL	ER	MT	UP
AL	0.833			
ER	0.502	0.908		
MT	0.512	0.533	0.716	
UP	0.588	0.478	0.544	0.713

Note: AL (Administrative Leadership), ER (employee Relations), MT (Managerial Ties), UP (University Performance)

Structural Equation Model (SEM)

This section entails the hypotheses testing of the study as depicted in the framework, there are five direct hypotheses and four moderating hypotheses that have been tested and discussed in this phase. The Smart-PLS was utilized for analysis, the bootstrapping method was employed for hypotheses testing and to check the moderation effect. This section presents the direct effect of exogenous constructs on endogenous constructs and hypotheses testing was conducted through bootstrapping method of PLS. The structural model relationship is tested on the base of β value, T-statistics and p-value, the β demonstrates the direction of the relationship, t-value presents the significance value and that must be higher than 1.96 with 5% error margin as p-value must remain lower than 0.05 for acceptability (Hair Jr et al., 2014).

H1: Administrative leadership style influences the university performance of public sector higher education sector of Pakistan.

The first hypothesis investigated the direction relationship between administrative leadership and university performance based on the β value, t-value and p-value. The results show that ($\beta = 0.352$; t-value = 4.686, p-value = 0.000), that means the relationship between these variables is statistically significant, hence H1 is accepted as it statistically significant. This shows that administrative leadership has the positive significant influential impact on the university performance, that means administrative leadership is an appropriate approach to influence the performance.

H2: Employee relations with supervisor influences the university performance among academic staff of universities in Pakistan

The second hypothesis investigated the direction relationship between employee relations and university performance based on the β value, t-value and p-value. The results show that ($\beta = 0.177$; t-value = 2.945, p-value = 0.001), that means the relationship between these variables is statistically significant, hence H2 is accepted as it statistically significant. This shows that employee relations with supervisor have the positive and significant influential impact on the university performance, that means employee relations impact the higher education sector and has influence reported on the university performance.

H3: Managerial ties influence the university performance among higher education sector of Pakistan.

The third hypothesis investigated the direction relationship between managerial ties and university performance based on the β value, t-value and p-value. The results show that ($\beta = 0.244$; t-value = 3.359, p-value = 0.001), that means the relationship between these variables is statistically significant, hence H3 is acceptable as it statistically significant. This shows that managerial ties have the positive but significant influential impact on the university performance, that means managerial ties play vital and significantly important role in higher education sector to the university performance.

Moderation effect

This section of the study presents the results of the moderation test, the moderating variable managerial ties argued to be moderator between independent variables and dependent variable, the researcher argues on the base of previous literature that managerial ties have the tendency to moderate the relationship by strengthening the relationship between administrative leadership, employee relation with supervisor and university performance. The study argues on the notion that the higher the managerial ties with stakeholders, the higher the impact on the performance related outcomes, thus the current study employed the managerial ties as moderator to assess the impact on the university performance. The table 3 below presents the results of moderation effect of managerial ties between exogenous and endogenous constructs.

Table 3

Relationship	B	t-value	P value
AL→UP	0.352	4.686	0.000
ER→UP	0.177	2.945	0.001
MT→UP	0.244	3.359	0.001

Moderation Effect			
AL*MT→UP	0.155	2.648	0.001
ER*MT→UP	0.019	0.206	0.837

Note: AL (Administrative Leadership), ER (employee Relations), MT (Managerial Ties), UP (University Performance); p-value < 0.005 sig***

H4: Managerial ties moderate the relationship between administrative leadership and university performance among higher education sector of Pakistan.

This phase of the analysis investigated the moderation effect of managerial ties between administrative leadership and university performance, the study argued that the administrative leadership style is appropriate and suitable for universities to have the better control and progress, so therefore the managerial perspective has the tendency to influence the performance, based on the literature, argument and findings of the study the higher the managerial ties, the higher the impact on the performance, the appropriate leadership and effective managerial ties have the strong influence on performance related outcomes. The results of the hypothesis test through bootstrapping method of PLS reports that ($\beta = 0.155$; t-value = 2.648, p-value = 0.001), that means the relationship between these variables is statistically significant, hence H4 is acceptable as it statistically significant. This shows that managerial ties moderate the relationship between administrative leadership and university performance, the moderation role is unleashed by the significance of the relationship.

H5: Managerial ties moderate the relationship between employee relations with supervisors and university performance among higher education sector of Pakistan.

The hypothesis H5 investigated the moderation effect of managerial ties between employee relation with supervisor and university performance, the study argued that the employee relation with supervisor should be incorporated for university teachers to assess their performance and their role in assessing the university performance because the relationship between supervisors, Chairmen, Dean or Vice Chancellor must be intact in order to accomplish the goals through effective communication. So therefore, the managerial perspective has the tendency to influence the performance, based on the literature, argument and findings of the study the better the relationship of subordinate and supervisor, the higher the impact on the performance, the appropriate communication and relationship between supervisor and employees along with effective managerial control have the strong influence on performance related outcomes. The results of the hypothesis test through bootstrapping method of PLS reports that ($\beta = 0.019$; t-value = 0.206, p-value = 0.837), that means the relationship between these variables is statistically insignificant, hence H5 is rejected. This shows that managerial ties have insignificant moderation effect on the relationship between employee relations with supervisor and university performance,

the moderation role is rejected due to the insignificance of the relationship. The direct relationship between employee relations and university performance reported as significant, however the moderation role of managerial ties in-signifies the relationship, that means the employee relations directly has impact on university performance, but in the presence of effective managerial perspective and ties has no moderation role and no influence reported on university performance.

Conclusion

This research effort has contributed in the growing body of knowledge that explains the phenomenon of the performance of the universities in public higher education sector of Pakistan. The study contributes in assessing the role administrative leadership in public sector universities to explain the phenomenon of the performance, as the situation occurred in last five years of covid19 pandemic, the similar situation may arise in future due to number of other disasters or to shift the educational activities through online mode or generally enhance the performance of the universities. The study was conducted on the public sector universities of the Punjab, the proportionate random sampling technique was employed for data collection, and Smart-PLS was utilized for data analysis. The study revealed that administrative leadership style significantly influences the university performance. Further, the moderation role of managerial ties was observed on the relationship between administrative leadership and university performance. The moderation effect of managerial ties between the relationship of employee relation with supervisor and university was not evident.

The study suggested to the universities to ensure the appropriate leadership style to negotiate with internal and external stakeholders, further to confirm the appropriate HR practices including the harmonized the relationship between subordinates and the supervisors. The study also suggested to conduct the future studies on private education sector, include the larger sample from whole Pakistan or other countries to generalize the findings. The study also suggested to conduct the longitudinal research to incorporate the dynamically changing environment, leadership style and behavior of the employees that influence the working environment and performance outcomes.

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