

**Linking Transformational Leadership, Job Involvement
and Job Embeddedness of Employees: A Serial
Mediation Model to Analyze Follower Work
Performance**



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MPHIL THESIS**

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Linking Transformational Leadership, Job Involvement and Job Embeddedness of Employees: A serial mediation model to analyze follower Work Performance

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Certificate

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Acknowledgement

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Abbreviations

JE	Job embeddedness
JI	Job involvement
CSE	Core-self evaluation
TL	Transformational leadership
SET	Social Exchange theory
WP	Work Performance

Abstract

Drawing on the social exchange theory, the study investigated the direct and indirect effect of transformational leadership on employee work performance with mediating variables like job involvement and job embeddedness and moderating effect of core self-evaluation. Convenience sampling techniques were used and scales of variables were adopted from previous studies. Data were collected from different public and private organization employees located in Rawalpindi and Islamabad. The sample of the study consisted of 340 respondents including 104 females and 236 males and data was collected through a google form. Data analysis was done through PLS 4 which analyzed the measurement model and structural model. The main aim of the research was to analyze the indirect and specifically sequential relationship between transformational leadership and employee work performance. For sequential mediation job involvement and job embeddedness were used. The results indicated that transformational leadership has a positive impact on employee work performance directly as well as indirectly. Both mediators job involvement of employees and job embeddedness significantly mediated the relationship and core self-evaluation of employees was used as a moderator. This study makes three key contributions to the existing literature. First, the study shows a strong link between transformational leadership and employee job involvement. Second, it shows how employee core self-evaluation in high challenging work setting shape employee work performance. In the end, managers and organizations will get insight that how the involvement and embeddedness of employees can be increased to mitigate the biggest challenges of organization turnover intentions and employee work performance.

Key Works: Transformational leadership, Job Involvement, Job Embeddedness, Core self-evaluation, Work Performance, Social Exchange Theory.

Table of Content

Acknowledgement	6
Abbreviations	7
Abstract	8
Chapter 1: Introduction	13
1.1 Background of the Study	13
1.2 Problem Statement	17
1.3 Research Gap	19
1.4 Scope and Significance of the Study	21
1.5 Research Objectives	22
1.6 Research Questions	23
1.7 Summary	24
1.8 Organization of Thesis	24
Chapter 2: Literature Review	26
2.1 History of Transformational Leadership	27
2.2 Transformational Leadership	27
2.2.1 Idealized Influence (II).	29
2.2.2 Inspirational Motivation (IM).	29
2.2.3 Intellectual Stimulation (IS).	30
2.2.4 Individualized Consideration (IC).	31
2.3 Job Involvement	31
2.4 Job Embeddedness	32
2.4.1 Link.	34
2.4.2 Fit.	35
2.4.3 Sacrifice.	35
2.5 Core Self-Evaluation of Employee	35
2.5.1 Dimensions of Core Self-Evaluation.	36
2.5.3 Self-Efficacy.	37
2.5.4 Locus of Control.	37
2.5.5 Emotional Stability.	38
2.6 Work Performance	39
2.6.1 Task Performance.	40
2.7 Theoretical Framework	41
2.8 Social exchange theory (SET)	43
2.9 Transformational leadership can predict Work Performance	44
2.10 Transformational leadership and Job Involvement	46
2.11 Transformational leadership and Job Embeddedness	47

2.12 Job involvement and Job Embeddedness.....	48
2.13 Job involvement and Work Performance.....	49
2.14 Job Embeddedness and Work Performance.....	49
2.15 Transformational Leadership, Job Involvement, and Work Performance	50
2.16 Transformational leader, Job Embeddedness, and Work Performance	51
2.17 Sequential mediating role of Job Involvement and Job Embeddedness between Transformational Leadership and Work Performance.....	53
2.18 Moderating role of Core Self-Evaluation	54
Chapter 3: Research Methodology.....	57
3.1 Methods and Procedures	57
3.1.1 Data Source.....	57
3.2 Population	57
3.3 Sample Size.....	58
3.4 Tools and Techniques	58
3.5 Data Collection	58
3.5.1 Transformational Leadership.	59
3.5.2 Job Involvement.....	59
3.5.3 Job Embeddedness.	59
3.5.4 Core Self-evaluation	59
3.5.5 Work Performance.....	59
3.6 Data Analysis	59
3.6.1 Reasons for using smart pls	60
3.7 Scaling.....	60
Chapter 4: Analysis and Results	61
Analysis and Results	61
4.1 Demographic Analysis.....	61
4.1.1 Gender.....	61
4.1.2 Age.....	61
4.1.3 Education.	62
4.2 Measurement Model	64
4.2.1 Reliability and Validity.....	64
4.2.2 Composite Reliability and Average Variance Extracted.	65
4.2.3 Indicator Reliability	66
4.2.4 Discriminant Validity.....	69
4.2.4.1 Heterotrait-Monotrait Ratio (HTMT)	70
4.3 Structure Model	71
4.3.1 Collinearity Assessment.....	72

4.3.2 Path Coefficient.	72
4.3.3 Coefficients of determination R square.	73
4.3.4 Effect size f-square.	74
4.4 Testing Hypotheses for Direct Relationship	75
4.5 Testing Mediation Hypotheses	76
4.6 Testing Moderation Hypothesis	77
Chapter 5: Conclusions and Recommendations	79
5.1 Discussion	79
5.1.1 Hypothesis 1.....	79
5.1.2 Hypothesis 2.....	80
5.1.3 Hypothesis 3.....	80
5.1.4 Hypothesis 4.....	81
5.1.5 Hypothesis 5.....	81
5.1.6 Hypothesis 6.....	81
5.1.7 Hypothesis 7.....	82
5.1.8 Hypothesis 8.....	83
5.1.9 Hypothesis 9.....	83
5.1.10 Hypothesis 10.....	84
5.2 Recommendations.....	84
5.3 Managerial Implications	84
5.4 Conclusion	86
5.5 Further Research Directions	88
References.....	90
Appendix 1.....	102
Appendix 2.....	107

List of Tables

4.1 Respondent Demographic	65
4.2 Numbers of Items	66
4.3 CA, CR and AVE	67
4.4 Item Loadings	69
4.5 Heterotrait-Monotrait Ratio (HTMT)	71
4.6 Model Fit	72
4.7 Variance Inflated Factor	73
4.8 Path Coefficient	74
4.9 R square & adjusted R square	75
4.10 F square value.....	75
4.11 Direct Hypotheses Results	77
4.12 Indirect Hypotheses Results.....	78
4.13 Moderation Hypothesis Result	79

List of figures

Figure 2.1 Model.....	43
Figure 4.1 Structure Model.....	72

Chapter 1: Introduction

1.1 Background of the Study

It was found in Pakistan human resource management is an area that continuously evokes a lot of debate. Globally many successful organizations use employees as a competitive advantage over other organizations. It is the top priority of every organization to encourage their employees to enhance and improve their performance. The major challenge which is faced by organizations nowadays is to identify fundamental factors that will motivate their employees to maximize their performance (Kurdi & Alshurideh, 2020). Due to globalization, individual work performance is made important for companies to succeed. There is the realization that both the growth and survival of an organization are determined by how successfully employees are managed (Firman, Mustapa, Ilyas, & Putra, 2020). Organizational success is determined by the performance of employees in the organization (Nguyen, 2019). Some previous studies (Nguyen et al., 2019; Thanh, 2020) have shown that a leader has a direct effect on subordinates' performance and the overall performance of the organization and organization activities. Every organization needs competitive leadership to have a competitive advantage over other organizations. Leadership is a process in which a leader influences his/her subordinates to achieve the organization's goals and maximize the performance of the organization. Employees who are in their comfort zone don't perform effectively, and efficiently and lacked creativity and productivity. Leadership who are suitable for their subordinates will probably positively impact their performance. Leadership style has been frequently researched concerning work performance. A leader's ability to inspire, convince, and assist people is essential to a company's success. To be a leader, one must perform their duties before delegating them to others. This sort of leadership has been established in earlier research. To increase employee motivation and drive, some leaders

try to change their employees' core values and self-perceptions. This is referred to as the "motivational leadership" phenomenon (Bernard M. Bass & Riggio, 2006). Leadership is the ability that develops individual intellectual stimulation and inspirational motivation. Leadership research started in the early twenty century, but at that time focus of researchers was on leadership traits and characteristics (Brid, 1940; Stodgily, 1948). Then between the 1940s to 1960s researchers focused on leadership behaviors and leadership styles. In the late 1960s situational theories of leadership were introduced. Then later contingency theories of leadership were made very popular theory in the literature on leadership, however, these theories explained too much with few variables so these theories were unable to meet scientific standards(Hughes, 2006; Murphy, Burton, Henagan, & Briscoe, 2013). In the early 1980s, leadership models charismatic and transformational leadership were introduced and got great attention (Avolio, Walumbwa, & Weber, 2009). Performance of employee at work beyond normal expectation is is only possible when followers are led by transformational leadership because he/she transforms followers' values, motivations the employees to perform well (Bernard M. Bass, 1985; Bycio, Hackett, & Allen, 1995). Past researchers show that now a day's workforce is more receptive to a leadership style that is more competitive and collaborative (J. E. Antonakis, Cianciolo, & Sternberg, 2004; J. Antonakis & House, 2004).

Although many researchers gave their contributions that how transformational leader increases employee work performance directly as well indirectly and explained the mechanisms through which leader impacts employees (Yukl, 1989; Judge, Erez, Bono, & Thoresen, 2003). But more work is still required to uncover how a transformational leader motivates his followers to perform beyond expectation and increase follower work performance to maximize the overall performance of an organization. The idea of transformative leadership is becoming increasingly prevalent in managerial research.

Burns' theory of transformative leadership has acquired a lot of traction since Bass built on his ideas thanks to Bass' contributions. Transformational leaders are those who can change the mentality of others. It is because of this metamorphosis that employees are driven to put their interests aside and work toward the goals of the group (Bernard M. Bass & Avolio, 1994). Transformational leadership has a significant impact on the minds and actions of subordinates (AlNuaimi, Singh, & Harney, 2021).

Employees who are more deeply ingrained in their jobs are more likely to form stronger social bonds with their supervisors and coworkers (Jon Welty Peachey Laura J. Burton Janelle E. Wells, 2014). These elements, according should have a favorable impact on employee performance (Al-Ghazali, 2020). When provided with a pleasant working environment and adequate resources, employees who enjoy good relationships with their supervisors are more motivated and productive in their jobs.

The notion of "job embeddedness" has been put up as a way to describe how people's relationships with their workplace, coworkers, and issues are shaped by both contextual and perceptual elements. A person's level of off-the-job embeddedness is different from their level of on-the-job embeddedness, which relates to their level of integration inside their company of employment(Crossley, Bennett, Jex, & Burnfield, 2007). According to (Stumpf, 2014) a larger feeling of a person–job fit, more connections with others, and appealing rewards would lead to a higher subjective level of success in the workplace. As an employee considers the costs and advantages of work embeddedness, they elect to stay in their present position when the sacrifice of leaving is more than the benefits of staying in their existing position. They don't want to give up their prized possessions (such as professional achievement, social acceptance, social standing, and other benefits), but rather keep them. As a result, work embeddedness affects how adaptable a person's career is seen

to be. According to a theory, transformational leaders help workers find their occupation more satisfying and inspirational, which in turn aids them in managing and building their careers – in other words, greater career success.

The core idea of self-evaluation is frequently overlooked in favor of a focus on personal characteristics that are directly connected to internal processing. Even more significantly, the fundamental concept of self-evaluation (Judge, Locke, Durham, & Kluger, 1998). Places an emphasis not just on how individuals judge themselves, but also on how they evaluate their surroundings (Piccolo et al., 2005). The effective moderators may need to describe psychological processing that more closely links personal and environmental components to explain the influence of core self-evaluation in life domains.

Performance at the individual level is an essential notion in organizational and industrial psychology. Researchers have made significant strides in defining and broadening the scope of the idea of performance during the past ten to fifteen years (Campbell, McHenry, & Wise, 1990). There has been more development in the process of elucidating the fundamental mechanisms and factors that determine individual accomplishment. When it comes to performance, ideas and benchmarks are continuously developing in step with the constantly shifting nature of the company in the modern day (Sonnentag, 2001b).

In addition, if the job that an employee does is recognized by others in the firm, those individuals will frequently reward the employee monetarily as well as provide them with other perks. Even if the ability to perform successfully on the job is one of the most crucial requirements for advancing in a profession and getting work, it is not the only need. However, there is always the possibility of exceptions, and in a firm, high achievers have a greater chance of getting promoted than low performers do (Sonnentag, 2001a).

The precise mechanisms by which this impact expresses itself and the circumstances in which transformative leadership boosts staff productivity need further exploration. This study aims to shed fresh light on the conditions in which transformational leadership will improve workers' work performance, including job involvement (JI) and job embeddedness (JE).

1.2 Problem Statement

The performance of an organization is the main concern of every organization. Organizational performance and improving the organization's performance is a challenging issue for many organizations. It is a challenging issue for the majority of organizations and it needs to be resolved for mitigating this issue many organizations tried to introduce different incentive packages to increase and boost the motivation and moral of employees for increasing their performance directly and increasing overall organization performance indirectly. Also, various training sessions were introduced by many organizations. Remuneration to employees increases employee extrinsic factor performance and it always doesn't work for every situation and not for every employee in the organization (Ryan & Deci, 2000). While remuneration to an employee is only an extrinsic factor that increases employee motivation and performance for the short term and doesn't work for every situation and every employee (Ryan & Deci, 2000). In Pakistan specially public sectors are not well structured and also the policies they follow are very outdated they required continuous improvement (Sicilia, Sancino, Nabatchi, & Guarini, 2019). The employees in public sector have ability to do work but they don't desire to perform due to job security, lack of motivation and low job involvement. For motivational basis and work attitudes and behaviors is now regarded as an important component of research agendas relating to management practice (Aryee et al. 2002). Many previous studies have found in past years

that leadership is the key factor that increase the performance of employees various studies also found that there is very strong link between leadership and the follower and leadership has a direct influence and impact on their followers (Busari, 2013). This study tried to improve individual performance through a transformational leadership style. Leadership plays an important role in enhancing, shaping, motivating, and inspiring followers (Morrison, 2011; Parker, Bindl, & Strauss, 2010). So effective model in leadership and work engagement is required in Pakistan organizations and should be implemented. And top management should identify the needs of employees and should motivate them accordingly due to which their performance should increase and turn over intentions should decrease.

Secondly, in today's world, the very important factor of any country is its economy it is the most important factor for any developing country. Because economic prosperity ensures the stability, development, and sovereignty of the country. The study showed a positive relationship between good governance and economic growth (Clague, Keefer, Knack, & Olson, 1999). Government is responsible to manage the public resources to give services to the public so, they have made institutes to provide services to the public for maintaining the social contract. In the case of Pakistan the public sector and also mostly private sectors are not efficient due to various reasons political influence, lack of leadership, unskilled workforce, and low compensation these are the common problems that influence and minimize the overall performance of employees (Kauffman et al., 2005). Leadership style is very important for any organization to perform and have a competitive advantage. Pakistan's top management and authorities have to understand importance of transformational leadership, despite the fact, there are constant efforts to do so. The goal of this study is to examine the influence of transformational leadership and its link between job involvement and the job embeddedness of employees. Transformational leadership and

its indirect effect on employee work performance will be examined specifically how transformational leadership impact employees to increase their job involvement and embeddedness and finally improve their work performance. Core self-evaluation of employees has been used as a potential moderator in the relationship between job embeddedness and work performance. Given these well-established links, this study illuminates the boundary conditions and mechanisms through which transformational leadership positively impacts the work outcomes of employees.

“Employees work performance cannot always be achieved as standardized. However, it is considered very promising for the managers to lead employees by influencing job involvement and embeddedness in order to improve work performance”.

1.3 Research Gap

A "research gap" is a subject or issue that has not been fully or partly addressed in the past. Researchers specializing in a given domain must make every effort to close this gap. In contrast, transformational leadership is gaining favor in several sectors and organizations.

First gap numerous studies have examined the direct impact of transformational leadership on employee work performance(Bakker, Hetland, Olsen, & Espevik, 2022; Breevaart & Bakker, 2018), meta-analysis shows that employee-led by transformational leadership is more motivated, satisfied and their performance increases(Hoch, Bommer, Dulebohn, & Wu, 2018). Thus it remains unclear how transformational leaders engage followers to maximize performance very few studies have been done to check the indirect effect of this relationship. Thus, the present study attempts to fill this gap by developing a serially integrative relationship model between transformational leadership, job

involvement, job embeddedness, and individual work performance. Additionally, the study will also check the moderating effect of core self-evaluation in the relationship. In short, this study is proposed to provide a more comprehensive view of leadership effectiveness by developing a serial mediation model which integrates leadership, employee reactions, and work performance.

Secondly, the impact of transformational leadership on work performance via job satisfaction and work engagement was investigated (Nurlitasari, Andriyani, Palguna, & Rahardja, 2022), although the author suggested including additional factors to determine the mediation process. Following this proposal of the researcher, this study examines job involvement and job embeddedness through a sequential mediational process. And also used core self-evaluation as a potential moderator concerning job embeddedness and work performance.

The third gap is that it is critical to examine the constraints and leadership philosophies that help companies succeed in the long run. Pakistan's authorities have yet to understand the importance of transformational leadership, even though there are constant efforts to do so. Hierarchical leadership arrangements in which a single leader has final authority over the organization and its employees create strict and competitive cultures due to which turnover intention increases and performance decreases. The factor that is significant to increase the embeddedness of employees (Shehawy, Elbaz, & Agag, 2018) includes styles of leadership. Rare studies have found a relationship between leadership impact on the developing embeddedness of employees (Pimunratanakan., 2017) It is the goal of this study to examine the influence of transformational leadership and the link between job involvement and job embeddedness of employees to decrease turnover intention and increases employee work performance. Transformational leadership and its

indirect effects on employee work performance will be examined in this quantitative study, specifically how these effects affect employees' job involvement and hence their embeddedness in the workplace. The study will also analyze employees' work performance.

This study aims to investigate whether Transformational leadership, job involvement, and job embeddedness all contribute to employee success. Those desiring to enhance the quality of life for their employees and society as a whole may find this material useful. The research will provide knowledge and understanding. These insights will be beneficial to both public and private sector organizations and also to academia.

1.4 Scope and Significance of the Study

There is a correlation between the existence of transformational leadership in an organization and reduced levels of burnout, psychological capital, and organizational commitment, as well as higher levels of job engagement and positive attitudes and behaviors exhibited by followers. The followers of a transformational leader have their needs met, and as a result, they are inspired to go above and beyond their contractual duties by the leader's ability to reawaken their latent desires. Those who read it may use this to look ahead to their career objectives and prepare themselves for any changes that could come their way (Al-Ghazali, 2020). In addition to the primary inquiry, due to the limited amount of information available in Pakistan on this idea. Research has been conducted in a variety of nations to investigate the link between transformational leadership and various demographic and environmental factors. As a consequence of this, the secondary objective of the current research is to expand our understanding of transformational leadership in Pakistan by investigating a number of the aforementioned qualities.

The importance of this research is to establish whether or not factors such as job embeddedness and employee performance, in addition to transformational leadership,

contribute to the performance of employees. Those that are interested in enhancing the standard of living of their workforce, as well as that of society as a whole, may find the information presented here to be helpful. The research will result in the acquisition of new information and perspectives. The results of this research will be helpful, not only to businesses but also to academic institutions. Benefits will also benefit corporations, non-profit organizations, and other types of institutions that engage in marketing and advertising. Students majoring in business administration and working professionals alike will find the content covered in this class to be beneficial. Companies that are relatively new to the market, such as new producers, exporters, and importers, could benefit from giving some thought to market strategy and market characteristics.

1.5 Research Objectives

The present study intends to develop and evaluate an anticipated research model to find out the association between transformational leadership, job embeddedness, job involvement, and the work performance of employees in the private sector. In addition, core self-evaluation is added as the potential moderator to check the association between the stated relationships. In the light of research questions discussed above the current research has developed the following research objectives:

1. To determine the relationship between transformational leadership and employee work performance.
2. To determine the relationship between transformational leadership and employee job involvement.
3. To find the relationship between transformational leadership and employee job embeddedness.

4. To find the relationship between job involvement and job embeddedness of employees.
5. To determine the relationship between job involvement and employee work performance.
6. To determine the relationship between job embeddedness and employee work performance.
7. To determine the mediating effect of job involvement in transformational leadership and work performance.
8. To determine the mediating effect of job embeddedness in transformational leadership and work performance.
9. To determine the serial mediating role of job involvement and job embeddedness of employees between transformational leadership and work performance.
10. To determine the moderating role of core self-evaluation between Job embeddedness and work performance.

1.6 Research Questions

RQ1: How does transformational leadership impact employee work performance?

RQ2: How does transformational leadership impact employee job involvement?

RQ3: How does transformational leadership impact employee job embeddedness?

RQ4: How does job involvement impact employee job embeddedness?

RQ5: How does job involvement impact employee work performance?

RQ6: How does employee job embeddedness impacts employee work performance?

RQ7: Relationship between transformational leadership, job involvement, and work performance?

RQ8: Relationship between transformational leadership, job embeddedness, and work performance?

RQ9: How do job involvement and job embeddedness mediate the relationship between transformational leadership and work performance?

RQ10: What is the moderating role of core self-evaluation?

1.7 Summary

This chapter has introduced the main topic of the dissertation. Additionally, the main problem of the study has been identified along with its importance. The first section has discussed the basic motivation and background of the study followed by the problem statement. It's also discussed how important is leadership style for motivating employees.

1.8 Organization of Thesis

The present thesis consists of five chapters. An overview is given below:

Chapter 1: Introduction. Chapter 1 is the basic introduction to the current thesis. Its main highlights include a discussion on the background of the study, the problem statement, the gap analysis, the objectives, the research questions, the significance of the research, and the underpinning theory.

Chapter 2: A literature review. The contributions made in the literature regarding the current study are discussed in this chapter. A link has been created among the variables by taking assistance from theory.

Chapter 3: Methodology & description of sample characteristics.

Chapter 4: Results. Statistical techniques (Measurement model and SEM) were used for data analysis, model fit, and hypothesis testing.

Chapter 5: Discussion and implications. The last chapter presents a discussion of the results of this study along with the implications, limitations, and future recommendations.

Chapter 2: Literature Review

A great leader cannot only argue with his or her followers but also express powerful emotions to those followers. Many researchers focused on leadership and emotions. As a consequence of this, the feelings that individuals have about their jobs, the decisions that they make, and the behavior that they exhibit on the job can all be influenced by leadership style (Bettencourt, Talati, & Johannes, 1995). Leadership, as defined by Bass (1990), is "activity between two or more group members that frequently requires shaping or reorganizing the environment and the members' perceptions and expectations." Leaders are agents of change, people whose words and deeds affect others more than they do themselves. Leadership occurs when one person in a group influences the skills and drive of other members. Burns argues that leaders are the persons who influences the followers to accomplish certain goals and they motivates their follower to think out of the box and preform their task to accomplish the vision of the company. As a bonus, a leader's brilliance may be seen in how they evaluate and respond to not only their own but also their followers' values and goals (Seligman, 1980).

It is required of leaders to communicate not just what is expected of others but also the conditions and incentives that will be in place if those individuals meet the obligations that have been assigned to them. On the other hand, transformational leadership raises the bar to an entirely new level of leadership. The development of the leadership potential in one's followers may be facilitated by coaching, mentoring, and the providing of both challenge and support. This is an essential component of transformational leadership. In addition to this, it entails motivating followers to back a common vision and objectives for an organization or group (Bernard M. Bass & Riggio, 2006). Transformational leadership

behavior can be used by leaders to influence subordinate actions (Zacher & Jimmieson, 2013).

2.1 History of Transformational Leadership

This leader encourages subordinates to put the group's interests ahead of their own. Maslow's 1943 hierarchy of needs describes the transformative leader as one who prioritizes things like respect, fulfillment, and regeneration for themselves. Burns is generally credited as the first person to articulate the specific characteristics of this approach to leadership. According to the research (Posner & Kouzes, 1995), this means that we should "elevate one another to higher levels of desire and morality." There is a blending of their goals, which may have been different at first but related, as in the case of transactional leadership. Transformative leadership is an emerging field of study that looks at how leaders may motivate their teams to improve. To begin with, Burns (1978) only applied the phrase "transformative style of leadership" to politicians, but eventually broadened its scope to include business leaders as well. The two types of leadership that Burns identified were transactional and transformative (Burkus, 2010). The theory of transformative leadership has received the most attention and research (Yukl, 1999). Bass (1990) drew on Burns (1978) and House (1976), two researchers instrumental in developing the concept of transformative leadership, to develop his theoretical framework (Bernard M. Bass & Riggio, 2006). Transformative leadership stresses the importance of a leader's willingness to put the requirements of their group ahead of their own.

2.2 Transformational Leadership

The influence that exceptional leaders have on their organizations and the people they oversee is a central theme in many theories of leadership. The theory of leadership started putting more of a focus on how important leaders are to the organizations and teams

they are a part of (Mahdinezhad, Bin Suandi, bin Silong, & Omar, 2013). When referring to these, House and Shamir (1993) use the phrase "charismatic leaders," whereas Bass uses the word "transformational leaders." To be considered a transformational leader, an individual needs to encourage the recognition of group goals, articulate a vision, provide individualized consideration and support, model behaviors that are consistent with the expressed image, inspire intellectual curiosity, and establish high-performance expectations. High expectations for each person's performance together with stringent performance criteria (Podsakoff, MacKenzie, & Bommer, 1996).

Leaders who can envision success for their followers and the organization in the future are called transformational leaders. They are change-adaptive, so they can keep the environment positive for the transition, and they have excellent interpersonal skills to maintain employee interest. The study of transformational leadership, sometimes known as charismatic leadership, was first documented in the 1980s, as reported by (Hoy, Sabo, & Barnes, 1996). According to this school of thought, a good leader motivates their team to care about and work for the organization's goals. When compared to other leadership philosophies, this one stands out for a few key reasons. One definition of transformational leadership holds that it occurs when an individual in a position of authority publicly acknowledges the efforts of their subordinates and encourages them to take on new perspectives and methods that will improve their performance on the job. To meet people where they are emotionally, spiritually, mentally, and physically, the transformational leadership ethos applies Maslow's hierarchy of needs (Yukl, Gordon, & Taber, 2002).

The study identified the following activities typically carried out by transformational leaders (Hoy and Miskel, 1996).

- The vision of an organization can be shaped with the help of a transformative leader.

- Instilling change and inspiring others to do the same are hallmarks of a transformative leader.
- The transformative leader can inspire others who follow them. So that volunteers work with greater dedication and focus on the organization's overall mission.
- A transformative leader sets ambitious long-term objectives and inspires their team to work tirelessly to achieve them.

According to Bass (1985), a transformative leader exhibits the following four traits:

2.2.1 Idealized Influence (II). In the II, subordinates idealize their leader and try to adopt the way how leaders do things and deal with problems. The leader acts as a role model for the followers, leaders have a powerful aura and have an optimistic and attractive influence on followers (Conger & Kanungo, 1998). Follower start honoring their leader due to his charismatic personality. Transformational leader as charismatic leader expresses equality, fairness, sincerity, and loyalty. Basically transformational leaders inspire their employees and initiate a sense of responsibility for them, and produce qualities in the professional Career of their employees (Tracey & Hinkin, 1998). Due to this employees trust on their leader and this is attractive aspect of a transformational leader (Jung & Avolio, 2000). (Bernard M. Bass, 1999) while (Dvir, Eden, Avolio, & Shamir, 2002) also suggested that Transformational leader perceives the risk of the organization and due to their good communication skills they aware the employees or followers about the consequences of the risk. (House & Shamir, 1993) suggested that self-confidence, as well as self-esteem, are the popular aspects of the leader.

2.2.2 Inspirational Motivation (IM). When a leader motivates their followers, they increase the likelihood that those followers will remain committed to the organization's goals. What motivates people to action is the emotional appeal of a leader's vision. A leader

who is inspiring sets goals and challenges his or her followers to achieve creates a compelling vision for the future that is grounded in ideas and principles, generates hope, energy, and cooperation, and gains followers' trust. Effective leaders motivate their teams through a combination of charismatic actions, persuasive words, and shared goals (Bass 1985). One aspect of a leader's character examined in this trait is their capacity to inspire their team to aim high (Shatzer, Caldarella, Hallam, & Brown, 2014). Leaders who exhibit such conduct show their followers the way forward. Leaders inspire their people to work for important aspirations by laying out a path to success (E. A. Brown & Arendt, 2010).

Inspirational motivation relies on employees having a clear understanding of the organization's purpose and long-term goals. Employees will exert time and energy to help an organization achieve its goals. Different from focusing on the leader's character, inspirational motivation centers on the essentials of the workplace. As part of their research procedure, (Bernard M. Bass, Avolio, Jung, & Berson, 2003) found that effective leaders communicate expectations and tasks clearly to their teams. The basic obligations of followers are to carry out collective tasks. Leaders risk alienating their followers if they forbid them from engaging in creative expression or taking risks in their daily lives. To this end, managers should encourage employees to think creatively and involve them in real-world events. Leaders are best reflected in an institutional environment by the way they inspire their followers to do their best work.

2.2.3 Intellectual Stimulation (IS). The leader's job is to inspire their followers to be creative and think outside the box, while also creating an environment that is conducive to such activities. Intellectual stimulation can take many forms, such as prompting individuals to reflect on and reevaluate their actions and assumptions as well as the norms of the organization. Leaders that challenge their followers intellectually often promote open

dialogue, fresh perspectives, and the airing of divergent thoughts (Bass 1985). Leaders' abilities to influence their followers' decisions are tested in such situations. If you inspire your followers to think beyond the box, they'll be more likely to take the initiative and help you reach your goals.

2.2.4 Individualized Consideration (IC). To ensure that people of diverse identities and perspectives may thrive, Particularized Attention IC advocates for creating welcoming spaces for them to do so. Leaders are more likely to encourage the personal growth and professional development of their employees when they are motivated by genuine concern for each employee (Bacha & Walker, 2013). Staff members' professional development is promoted through one-on-one conversations and targeted assistance (Joo & Lim, 2013). Taking into account each employee equally and in a way that is in line with their goals, talents, and planned plans is an example of individual consideration on the part of a leader. This includes things like figuring out what each follower needs, giving them sound advice, getting to know them on a deeper level, and generally caring for them as a person rather than just a follower (Bass & Avolio 1995). Transformative leadership, as described by (Barling, Slater, & Kelloway, 2000), calls for a deep investment of time, energy, and thought from both the leader and the led.

Research has focused mostly on the transformational style of leadership (Caillier, 2014). Due to the changing dynamics of the global economy, transactional leadership has given way to transformational leadership (Kamisan & King, 2013). Psychological theories, which view leaders too singularly, are supplanted by a new school of thought that examines leadership from the perspective of a complex, interconnected system (Olsen, 2011).

2.3 Job Involvement

How invested an employee is in his or her work, both emotionally and intellectually, is measured by how much they "show up" for work each day (Kanungo, 1982). Those who

put a lot of time and effort into their jobs tend to think of them as a reflection of their identities and a major facet of their life. Consequently, many people's feeling of value depends heavily on how well they perform in their jobs (Kejner & Lodahl, 1965). Job involvement has often been examined with several aspects of the working environment (S. P. Brown, 1996). That is to say, a person's level of dedication to their profession can be affected by various factors related to their work environment. Researchers have shown that employees are more invested in their work when their supervisor encourages their initiative and provides opportunities for them to learn new skills (Brown, 1996).

Many studies have investigated the significance of job involvement to both organizational effectiveness and personnel performance since (Lodahl & Kejner, 1965) developed a measure of it (Hall & Lawler 1970; Lawler 1988; Blau 1989; Carmeli 2005; Boon, Safa, Arumugam & Bakar 2007).

2.4 Job Embeddedness

Like a "web" or "net" that traps the worker, job embeddedness can be thought of as a psychological phenomenon (Afsar & Badir, 2016). "Job embeddedness" refers to the psychological or social forces that bind workers to their jobs, their coworkers, and their difficulties (Mitchell, Holton, Lee, Sablinski, & Erez, 2001). It measures how much of a personal investment one has in one's job as a result of external factors such as culture and management. It was proposed as a construct made up of perceptual and contextual influences that bind the individual to their workplace, their coworkers, and the problems they experience on the job. According to the (March & Simon, 1958) model, the likelihood that employees will stay with the organization will eventually decrease. The first theory of work embeddedness by focusing on the reasons why people remain with their company (Mitchell et al., 2001).

The two components of job embeddedness that have been operationalized are on-the-job embeddedness and outside-of-work embeddedness (Mitchell, Holtom, Lee, Sablinski, & Erez, 2001). A person's level of community rootedness outside of work is measured by his or her off-the-job embeddedness. In this context, "embeddedness" refers to the degree to which an individual feels a part of his workplace. Three instances of these features are the links, the fits, and the sacrifices (Allen, 2006). Connections between people, places, and things, whether formal or informal. The emotional and financial gains that could be had by staying put are called "fits" and "sacrifices" respectively. The term "fits" describes how well an individual functions in both professional and personal settings. A person's professional or social web may consist of a small number of strong linkages or a large number of loose ones. There are numerous methods of embedding and situations in which it can occur. Therefore, the task is more concerned with the general level of embeddedness as opposed to tackling particular difficulties.

An employee's sense of belonging in their position is one of the elements that determine whether or not they stay with a company (H. Chen & Ayoun, 2019). Accordingly, job embeddedness reduces employees' intention to leave the organization, a major predictor of real turnover (Takawira, Coetzee, & Schreuder, 2014). In 2019, Zhang et al Positive work outcomes (such as organizational citizenship behavior and performance) are boosted by job embedding as well (Kapil & Rastogi, 2018; Safavi & Karatepe, 2019). As a result, academic and business communities in the hospitality industry have been increasingly interested in the concept of employment embeddedness (Chan et al., 2019; Yu et al., 2020). Researchers have looked into job embeddedness in the past as a possible predictor, moderator, and mediator of a variety of outcomes (Collins & Mossholder, 2017). Variables pertinent to the workplace have also been examined for their impact on employees' degree of job satisfaction. Researcher found that job embeddedness correlates favorably with both

task relevance and task identity (Ferreira et al., 2017). Compensation, opportunities for advancement, and managerial encouragement also play a significant role in determining whether or not an employee will feel rooted in their profession (Bergiel et al., 2009). The relationship between job embedding and leader-member interaction is positive (Kapil & Rastogi et al, 2018).

Having enthusiasm for one's work has been shown to boost efficiency and output in the workplace (Chen et al., 2019). Employees that are highly engaged in their work tend to love what they do because they see it as a way to express who they are. However, no research has looked into the connection between having job involvement and being "embedded" in your workplace.

Academics in management have known for a long time the elements that encourage employees to participate actively in their organizations, perform well and stick around for a long time.

Embeddedness can be measured in three different ways: first, by looking at how closely people are linked with their coworkers and communities; second, by comparing how closely their work and other aspects of their lives align; and third, by looking at what people would lose if they left their jobs and moved to other cities or homes. Embeddedness can be measured in all three of these ways. These three factors—links, fit, and sacrifice—play a crucial part in the decision-making process, both within and outside of the workplace.

2.4.1 Link. Links are described as "formal or informal relationships a person has with organizations or other individuals," (Mitchell et al., 2001). The connections, or linkages, that exist between persons and organizations or other people are referred to as links. According to the concept of embeddedness, the relationships that individuals have with their families, friends, communities, and physical environs, all come together to form a

social, psychological, and economic web that connects people. A person's likelihood of being tied to their job and their company increases in proportion

2.4.2 *Fit.* According to this definition, "fit" refers to how an employee feels about how well they fit in with their workplace and the people around them. Our view is that an employee's values, professional aspirations, and long-term goals must be aligned with the general business culture and demands of their present role. (Skills, Job knowledge, and abilities). How well a person is accepted in their community and environment is also taken into consideration by the individual. The stronger the fit, we believe, the more probable it is that an employee will feel emotionally and professionally attached to a firm. People pick jobs based on value congruence, according to Werbel (2001) and firms frequently attempt to hire on that premise as well.

2.4.3 *Sacrifice.* "The estimated cost of the monetary or psychological rewards that may be lost by quitting a job" is defined as a sacrifice (Mitchell et al., 2001). Giving up a job means giving up something of worth, whether it's monetary or psychological. As an example, quitting a job requires a personal sacrifice, such as giving up the opportunity to work with interesting people or receive a lucrative reward. Employees will find it more difficult to leave the firm if they are ready to forfeit more to do so (Shaw et al., 1998). A low unemployment rate may make it easier to obtain a job with the same income and benefits, but the costs of transferring to new health insurance or pension plans are real and necessary.

2.5 Core Self-Evaluation of Employee

CSE is a worker's fundamental evaluation of their values and skills. Core self-evaluation is a high-order personality trait that has received a high level of attention in the last two years (Wang & Xu, 2019). It is the fundamental judgment we made about our worthiness (Judge, Bono, Erez, & Locke, 2005). The quality of being good enough, suitability of our capacity, and how well we perform our job. Those with high core self-

evaluation are usually more positive and confident and they are more satisfied with their job and perform extremely well. CSE is essentially comprised of four dimensions.

Core self-evaluation has been recognized as a crucial component in determining people's appraisals of their well-being in several life domains ever since it was initially introduced (Chang et al., 2012). On the other hand, having a negative core self-evaluation might lead a person to hate who they are and believe they have little control over their environment (Judge & Bono, 2001).

Core self-evaluation (CSE) is an individual's core evaluation of themselves (Judge & Bono, 2001). CSE contains the common and overlapping components of four well-researched personal variables: self-esteem, general self-efficacy, emotional stability, and locus of control, according to the findings of the research (Judge et al., 2003). Self-esteem is an individual's total evaluation of his or her self-worth (Rosenberg, 1965). Generalized self-efficacy is an individual's perception of their capacity to perform in a variety of situations (G. Chen, Gully, & Eden, 2001). Emotional stability is a person's tendency to feel calm (Eysenck, 1990), whereas locus of control is a person's conviction that desired outcomes occur from their actions as opposed to external factors (Rotter, 1966).

2.5.1 Dimensions of Core Self-Evaluation. CSE is an employee's fundamental judgment of their values and abilities. CSE has been linked to a slew of positive outcomes in numerous research. For example, being happier at work and in life, and being more involved at work. As a result, employees' productivity rises. CSE has become increasingly popular as a moderator in recent years (ESTHER, 2016). Core self-evaluation (CSE) consists of four dimensions: locus of control, self-esteem, emotional stability, and self-efficacy

2.5.2 Self-Esteem. A person's general perception of their value is what is meant by the term "self-esteem." To put it another way, the most basic component of self-esteem is the most fundamental evaluation of the self. The relationship between being happy in one's job and feeling good about oneself has been the subject of a great deal of research (Judge et al., 1998). Clausen (1991) analyzed that men's self-esteem was a significant predictor of their level of happiness with their employment in later life (Staw et al., 2008). In addition, (Judge & Locke., 1998) those with low self-esteem are more irritable as compared to the person with high self-esteem and those who have low self-esteem are more likely to be unsatisfied with their jobs and perform worse.

2.5.3 Self-Efficacy. Self-efficacy is how likely we are to succeed with our current goals, and tasks and take on challenging assignments. An employee with high self-efficacy is more consistent, determined, and persistent when dealing with adversity. Self-efficacy is defined as the conviction that an individual possesses the ability to exercise general control over the events that occur in that one's life (Judge et al., 1998). A person's self-perceived capacity to deal with the obstacles of daily living may be seen as a reflection of their generalized self-efficacy, which can be taken to be a reflection of that ability. In addition, it is generally agreed upon that overall efficacy and a sense of self-worth are the two most significant aspects that make up a person's self-esteem. Therefore, the same element that influences a person's self-esteem should also affect their generalized self-efficacy (Judge et al., 1998).

2.5.4 Locus of Control. The term "locus of control" refers to the extent to which an individual feels that they have influence over the happenings in their own life, as opposed to the degree to which they believe that fate, their surroundings, or both are responsible for what occurs (Rotter, 1966). The position where success is determined does come from within or is it from outside?

Locus of control is all about what is responsible for your success is it you or the forces outside of your control?

1. Internal Locus of control
2. External Locus of control

Two types of people are internal and external. The internal belief they control their future and so they are more satisfied with their work and they generally perform work better (Kren et al., 1992). External people believe that they are controlled by external factors their success and failure depends on external forces. Previous researchers explain that an internal locus of control compared to an external locus of control have higher job satisfaction they are satisfied with their job and are happy, they respect and trust their leaders, they feel less stress and pressure and they have complete control over their self and emotions (Velthouse & Thomas, 1990; Robbins, 2000)

2.5.5 Emotional Stability. One of the Big Five qualities, narcissism can also be identified by terms that indicate its antithesis, namely emotional adjustment, and emotional stability. Narcissism is one of the Big Five characteristics.

Because of the central role it plays in so many distinct personality theories and scales, neuroticism is without a doubt the aspect of personality that has received the greatest amount of research and attention. There are at least two distinct behaviors that are linked to neuroticism. The first of them is anxiety, which manifests itself as emotional both stress tolerance and emotional resilience) and the other focused on health and happiness (for example, stress tolerance and emotional resilience)

Characterized by feelings of inadequacy towards one's own identity and melancholy. As a consequence of this, neuroticism is commonly thought to mean an absence of development

of a healthy emotional and psychological adjustment level. Individuals who have a high neuroticism quotient are at a greater risk for experiencing a variety of different kinds of challenges

People who have high levels of emotional instability are more likely to suffer undesirable emotional and physical results (such as anxiety, fear, despair, and irritation) than those who have lower levels of neuroticism. These people are also more inclined to worry about other people.

According to a study, people who are prone to anxiousness are especially susceptible to the impacts of this hardship and have a negative attitude toward it (Suls, Green, and Hill 1998).

2.6 Work Performance

Employees in today's highly competitive business environment, an employee's success on the job impacts the organization directly. Organizational and personal performance is measured using the same metrics. Effectiveness in the workplace is a result of the efforts of all its members working together to achieve the company's goals (Hameed & Waheed, 2011). According to (Motowidlo & Van Scotter, 1994), "employee behaviors or activities that are relevant to the goals of the organization" constitute an individual's performance at work.

The term "performance" has evolved to refer to an employee's ultimate ability to use his acquired knowledge and abilities effectively and efficiently.

Performance is the sum of an individual's efforts across all of their time-bound assignments that contribute to their overall effectiveness. It's a complex concept that involves many

different aspects of performance (Sonnentag, Volmer, & Spychala, 2008; Borman & Motowidlo, 1997; Motowidlo & Van Scotter, 1994).

2.6.1 Task Performance. The ability to do one's tasks, whether they are the major or secondary duties of one's job, is known as "task performance" (Koopmans et al., 2011). In the workplace, "task performance" refers to an employee's level of proficiency in carrying out certain duties (Aladenusi & Ayodele, 2014). Technically speaking, an employee's task performance is their behaviors and demeanor on the job. Task performance is mentioned in nearly all models of worker effectiveness. Independent labor includes more than just checking off a list of tasks, say the studies. If employees apply their expertise, techniques, and capacity to generate goods to carry out the job's essential duties, their work performance will increase (Koopmans et al., 2011).

2.6.2 Contextual Performance. Beyond the scope of one's job description, "contextual performance" entails any acts taken by an employee that has a positive impact on the business as a whole. It comprises going above and above in one's duties, starting new projects, making tough choices, learning new skills, and growing professionally (Koopmans et al., 2011). This effort goes above and beyond the call of duty as outlined in the job description (Sonnett et al., 2008). However, contextual performance indirectly improves the firm's performance since it improves task performance. The contribution of contextual performance to organizational success stems from the fact that it affects the psychological, social, and organizational aspects of the working environment (Motowidlo, 2003). On the other hand, contextual performance painstakingly enhances organization performance by improving task performance. Contextual performance improves organizational efficacy by considering the interplay of psychological, social, and organizational factors (Motowidlo, 2003). An individual's contextual performance is described as their efforts to establish an enabling institutional, social, and psychological

environment for the technology core to operate in (Koopmans et al, 2011). The term "contextual performance" is used to describe an employee's actions in the workplace that are not directly related to their job duties. To help a coworker out, an employee may voluntarily put in extra time and effort (Alibegovic, Hawkins & Parmar, 2009). In addition to completing order-specific tasks, employees regularly engage in interactivity, collaboration, and going above and beyond the call of duty (task performance). Contextual performance can be shown when an employee works closely with others to get a job done, goes above and beyond to solve a problem, or puts in extra time on tasks that are comparable to those already being completed (Van Scotter & Motowidlo, 1996). They solve issues, are more disciplined in their approach, work longer hours, and more steadfastly uphold the norms and the organization's objective.

2.7 Theoretical Framework

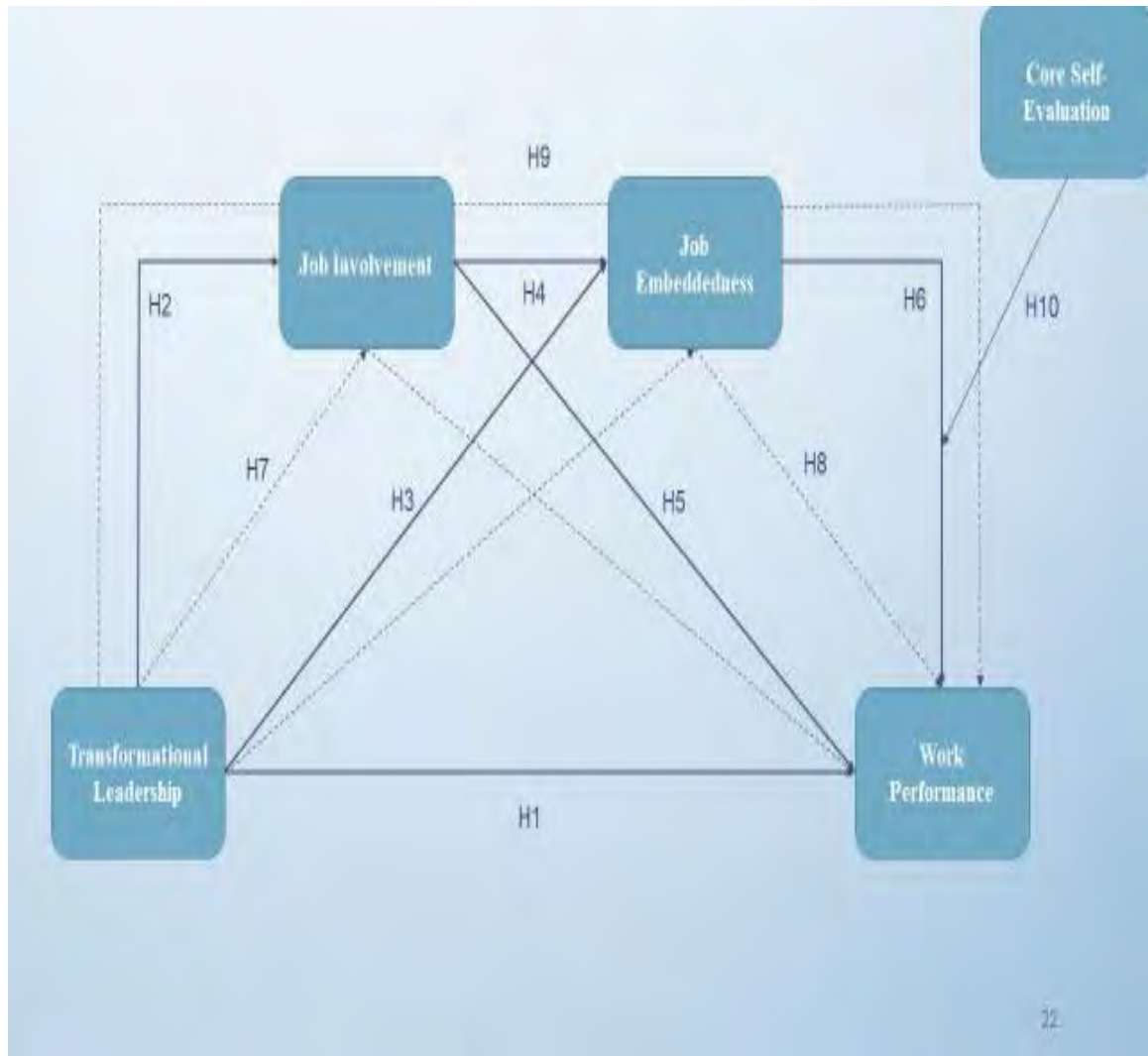
The study is based on Social exchange theory (SET). SET is a prominent "conceptual framework" for understanding the workplace actions of individuals. Researchers in the field of management use SET as a lens to investigate employee outcomes (Cropanzano & Mitchell, 2005). SET views conduct as the result of a relationship (Tsai & Cheng, 2012). According to social exchange, employees might do a cost-benefit analysis and when they are not treated well the employees feel a lack of support in their work environment and their performance decrease. In this study, transformational leadership influences followers positively and this leadership style empowers his/her follower in return employee will get motivated and will start involved in his/her job in return the work performance of the employee will be increased. Further, in the light of social exchange theory, it is well established that all the social interactions among employees rely on the principle of exchange. The exchange process encompasses the norms of fairness as well as reciprocity. If employees are treated with respect they will return the same.

Transformational leaders are change-adaptive, so they can keep the environment positive for the transition, and they have excellent interpersonal skills to maintain employee interest. The Social Exchange Theory posits that although human beings are inherently rational, social, cultural, and traditional contexts may lead individuals to act in ways that are more value-focused. Social Exchange Theory is considered a cornerstone concept in the study of organizational behavior, as stated by (Cropanzano & Mitchell, 2005).

According to social exchange theory when one party offers the other party something valuable this creates an obligation on receiving party. Thus, a continuous exchange relation is created which is based on positive emotions and feelings for each other this relation can work positively for the overall performance of the organization. An individual's level of commitment and happiness in the job is strongly influenced by the quality of their relationships at work. People engage in social interactions to move closer to their goals and dreams. When people start moving to their jobs they start to improve overall and increase their skills due to which their core self-evaluation increases about them self (self-esteem, locus of control, self-efficacy, and emotional stability) increases due to which employees feel motivated and empowered, and the performance of employees increases.

According to the model when transformational leader positively influences their employees in social interaction they will feel motivated and will start engaging in their job psychologically and start loving their job due to which his/her embeddedness toward the job will also increase and due to positive social interaction employees start upgrading due to which employee perspective about himself will increase and he will perform effectively.

Figure 2.1: Note: Dotted lines in the model represent the specific indirect effect and serial mediation and plain line represent the direct relationship between the variables.



2.8 Social exchange theory (SET)

SET is prominent for understanding the workplace actions of individuals. Researchers in the field of management use SET as a lens to investigate employee outcomes (Cropanzano & Mitchell, 2005). SET is a group of the theory that calculates the rewards and costs of personal relationships at work place (Homans, 1958). SET views conduct as the result of a relationship (Tsai & Cheng, 2012). Social Exchange theory predicts and explains the relationship between when and why individuals continue some relationships while ending

others. Individuals view their working organizations and coworkers as the individuals or objects with whom they develop a mutually interdependent exchange relationship (Cropanzano & Mitchell, 2005; Eisenberger, Huntington, Hutchison, & Sowa, 1986; Rousseau, 1989; Rousseau, 1990; Shore & Barksdale, 1998; Shore, Tetrick, Lynch, & Barksdale, 2006; Wayne, Shore, & Liden, 1997). The main idea behind the theory is interpersonal interaction is guided by calculating the cost and rewards. According to social exchange theory, it says we want to maximize the reward and minimize the cost in a relationship this means that cost and reward comparisons drive human decisions and behavior. Social exchange theory is one of the best theories for understanding workplace behaviors. Although many different views of social exchange have emerged in different studies. The main focus of the study is to examine the social relation between leader and follower.

According to the social exchange theory if an employee has a social exchange relationship with an employer then the employee would give extra effort at work and the employee will get confidence that he would get the reward in long run. Organizations give employees benefits that include resources (Schult et al., 2009). According to social exchange theory, employee loyalty, performance, and engagement in work place increases as a result of kindness (Aselage & Eisenberger, 2003).

2.9 Transformational leadership can predict Work Performance

Transformational leadership theory has received a lot of attention for the last three decades and leadership management behavior is a primary predictor of the performance of employees (Riggio & Mhatre, 2014). The success of the organization is largely dependent

on its manager and leader. It is the knowledge, emotional capability, skills, attitudes, and behavior of the leader that influences subordinates' behavior, thinking, and attitudes. It has been shown that leaders can improve the worth of their followers as well as their motivation (Wang & Courtright's, 2011). Transformational leadership has been the focus of many researchers and organizations because it aims to motivate and engage employees to raise their morals and values.

On the other side, transformative leadership can provide results that are superior to and even surpass those that are anticipated. Leaders and followers must collaborate to achieve this more expansive objective by combining their aspirations and objectives. The growth of one's self-awareness can benefit from the pursuit of objectives that define one's aspirations. This is true for both followers and leaders. Transformational leadership is very important for organizations for long-term sustainability because transformational leaders influence their followers and they easily align their followers with the organization's goals and vision. Due to this their productivity and work performance increase. According to the findings of one empirical study, transformational leadership has the potential to accurately predict the performances, behaviors, and attitudes of those who follow it (Mahdinezhad, Suandi, Silong, et al., 2013).

To summarize, it would appear that transformational leadership has a major impact on the work performance of the employee. This is true both in terms of what those working in the unit or organization consider to be performance as well as in terms of the more objective, bottom-line features of performance. It is necessary to have a comprehensive grasp of how the success of transformational leaders affects the performance of their followers and the teams they manage (Bernard M. Bass & Riggio, 2006).

Hypothesis 1 : Transformational leadership is positively related with employee work performance.

2.10 Transformational leadership and Job Involvement

Transformational leaders encourage their employees to speak up by providing them with the resources they need to feel safe sharing their views (Liu et al., 2010). A meta-analysis showed that dimensions of transformational leadership which include consultation, participation, and communication have a positive influence on employee job involvement (Cooper-Hakim & Viswesvaran., 2005). In conclusion, it is evident that transformative leaders significantly affect the relative degree to which professions are seen as objective and socially created. Transformational leaders improve workers' opinions of themselves and their jobs and give them the confidence to provide new ideas, take on responsibilities, and make decisions. As a result, employee participation in the workplace should increase (Piccolo and Colquitt 2006). Although limited studies have examined the relationship between transformational leadership and job involvement. Transformational leaders provide subordinates with confidence so they can give new ideas, accept responsibility and participate in decisions making by doing this subordinates lead to greater job involvement (Colquitt, 2006). The goal of a transformational leader is to increase their followers' devotion, respect, and trust through idealized influence, motivational inspiration, individualized consideration, and intellectual stimulation. Researchers have found that transformative leadership may alter follower actions. Employees who are more deeply ingrained in their jobs are more likely to form stronger social bonds with their supervisors and coworkers (Jon Welty Peachey Laura J. Burton Janelle E. Wells, 2014).

Transformational leadership has a significant impact on employee job involvement similar finding is discovered in the studies by Evelyn and Hazel (2015); Engelbrecht et al. (2014);

Othman et al. (2017); Ariyani & Hidayat (2018), Akanji et al. (2018); as well as Ansari (2014). Thus, it is assumed in the study that transformational leadership has a positive effect on job involvement.

Hypothesis 2 : Transformational leadership is positively related with employee job involvement.

2.11 Transformational leadership and Job Embeddedness

According to (Mitchell et al., 2001) job embeddedness is some force that keeps the employee in their current employment. When talking transformational leadership influences and inspires the followers to anticipate the future projections of their profession and then followers want to stay in the organization and perform well (Al-Ghazali, 2020). Transformational leaders facilitate and help their employees and they also create an open environment and they also boost the confidence and motivation level of their followers. Transformational leaders develop interpersonal relationships with employees which may increase followers' confidence regarding their job (Turner, Barling, Epitropaki, Butcher, & Milner, 2002). The transformational leader considers each employee individually and motivates them accordingly to acquire job skills (Sosik et al., 2004). This evidence predicts that transformational leadership can increase employee motivation and boost their confidence regarding their job. Due to an increase in motivation and confidence employees feel fit with their job.

Due to these evidence we can analyze that transformational leader have significant impact on job embeddedness of employee.

Hypothesis 3 : Transformational leadership is significantly related with job embeddedness.

2.12 Job involvement and Job Embeddedness

Many job involvement studies have been conducted in the past few years. Job involvement impacts motivation, job satisfaction, leadership, absenteeism, job performance turnover intentions, and commitment (Rotenberry & Moberg, 2007). Till today no research has been conducted to find the relationship between job involvement and job embeddedness and how job involvement can increase employee embeddedness. Those with high levels of job embeddedness will avoid leaving their job. Job embeddedness theory tells us that three elements identify the embeddedness level of an employee (fit, link, and sacrifice). Organization physical work environment can be considered a link that factor into job embeddedness. Increasing the link between an employee and their leader can result in improving job embeddedness. Job involvement is a good indicator of job-related behaviors (Soong, 2000). Additionally, it is also found that employees with high levels of involvement are focused at work, independent self-pride and they lead to enhance job satisfaction (Hennessey & Amabile., 2010).

Many job involvement studies have been conducted in the past few years. Job involvement impacts motivation, job satisfaction, leadership, absenteeism, job performance, turnover, and commitment (Furtrell, 1977; Rotenberry & Moberg, 2007).

Job involvement is a good indicator of job-related behavior (Soony, 2000). Those who have a high level of job involvement have strong relationships with their work, their job satisfaction increases, and turnover intention decrease they start loving their job. Additionally, it is also found that employees with a high level of involvement are the focus at work, independent, and self-pride and they lead to enhance job satisfaction (Hennessey & Amabile., 2010). According to existing literature, it can be assumed that job involvement can increase employee job embeddedness.

Hypothesis 4 : Job involvement of employees is positively related with job embeddedness.

2.13 Job involvement and Work Performance

Many studies showed that subordinates' job involvement is closely related to employee work performance (Lodahi & Kejner., 1965). Bycio, Hackett, and Allen (1995) found that transformational leadership significantly impacted employee performance, job involvement, and organizational commitment while simultaneously decreasing the likelihood that people would leave the company. It is shown in previous literature that employee job involvement has significant impact on different positive outcomes for organizations and work environment. Job involvement impacts on employee motivation level and then it increases employee work performance.

Hypothesis 5 : Job involvement of employees is positively related with employee work performance.

2.14 Job Embeddedness and Work Performance

Job embeddedness has been studied in the construct that affects employee turnover intentions. Although many researchers have also shown its impact on employee work performance (Shin, Recchia, Lee, Lee, & Mullarkey, 2004).

Employees who have high job embeddedness are satisfied with their jobs, they are tied with their work and coworkers (link), they feel they have relevant skills for the job, and feel fit in their working environment (fit) and they believe they will sacrifice many valued resources if they quit their job (sacrifice). All these factors will positively influence employee work performance. Person with high job embeddedness is less like to withdraw

from their jobs. With this view (Lee et al., 2004) found that on-the-job embeddedness predicts employee task performance.

Further, in the light of social exchange theory, it is well established that all the social interactions among employees rely on the principle of exchange. The exchange process encompasses the norms of fairness as well as reciprocity. If employees are treated with respect they will return the same. Transformational leaders are change-adaptive, so they can keep the environment positive for the transition, and they have excellent interpersonal skills to maintain employee interest.

Hypothesis 6 : Employee job embeddedness has a positive related with work performance.

2.15 Transformational Leadership, Job Involvement, and Work Performance

According to Bass (1985), leaders can influence their followers by employing either transformational or transactional leadership practices. Although limited studies have examined the relationship between transformational leadership and job involvement. A meta-analysis showed that dimensions of transformational leadership which include consultation, participation, and communication have a positive influence on employee job involvement (Cooper-Hakim & Viswesvaran., 2005). Transformational leaders provide subordinates with confidence so they can give new ideas, accept responsibility and participate in decisions making by doing this subordinates lead to greater job involvement (Colquitt, 2006). The goal of a transformational leader is to increase their followers' devotion, respect, and trust through idealized influence, motivational inspiration, individualized consideration, and intellectual stimulation. Researchers have found that transformative leadership may alter follower actions. Transformational leaders inspire their

subordinates and affect them to understand the meaning of the job and give subordinates a purpose to focus on their jobs. To Lodahl and Kejner (1965), "employment involvement" meant how seriously one took one's job or how much one "cared about" their employer. Transformational leaders influence and motivate people by emphasizing the significance of the profession and promising an alluring prosperous future (i.e., inspirational motivation).

Many studies showed that subordinates' job involvement is closely related to employee work performance (Lodahi & Kejner., 1965). Bycio, Hackett, and Allen (1995) found that transformational leadership significantly impacted employee performance, job involvement, and organizational commitment while simultaneously decreasing the likelihood that people would leave the company.

In conclusion, it is evident that transformative leaders significantly affect the relative degree to which professions are seen as objective and socially created. They improve workers' opinions of themselves and their jobs and give them the confidence to provide new ideas, take on responsibilities, and make decisions. As a result, employee participation in the workplace should increase (Piccolo and Colquitt 2006).

Hypothesis 7 : Job involvement will mediate the relationship between transformational leadership and work performance.

2.16 Transformational leader, Job Embeddedness, and Work Performance

Many management researchers are trying to identify the factors that influence employees to perform active-role at their jobs, motivation to perform well in their organizations, and staying in their organizations for a long time. Dissatisfaction among employees is the only factor that ultimately reduces employee probability of staying in the organization in the

long run (Mobley, 1977). According to (Mitchell et al., 2001) job embeddedness is some force that keeps the employee in their current employment. When talking transformational leadership influences and inspires the followers to anticipate the future projections of their profession and then followers want to stay in the organization and perform well (Al-Ghazali, 2020). Transformational leaders facilitate and help their employees and they also create an open environment and they also boost the confidence and motivation level of their followers. Transformational leaders develop interpersonal relationships with employees which may increase followers' confidence regarding their job (Turner et al., 2002). The transformational leader considers each employee individually and motivates them accordingly to acquire job skills (Sosik et al., 2004). This evidence predicts that transformational leadership can increase employee motivation and boost their confidence regarding their job. Due to an increase in motivation and confidence employees feel fit with their job.

In this study, transformational leadership influences followers positively and this leadership style empowers his/her follower in return employees will get motivated and will start loving his/her job in return the work performance of the employee will increased. Further, in the light of social exchange theory, it is well established that all the social interactions among employees rely on the principle of exchange. The exchange process encompasses the norms of fairness as well as reciprocity. If employees are treated with respect they will return the same. Transformational leaders are change-adaptive, so they can keep the environment positive for the transition, and they have excellent interpersonal skills to maintain employee interest. Employees in social interaction will feel motivated and will start engaging in their job psychologically due to which his/her embeddedness toward the job will also increase due to a positive social interaction employees start

upgrading due to which employee perspective about themselves will increase and he will perform effectively.

Based on the above arguments it can be hypothesized that job embeddedness can mediate in the relationship between transformational leader and work performance of employee.

Hypothesis 8 : Job embeddedness will mediate the relationship between transformational leadership and work performance.

2.17 Sequential mediating role of Job Involvement and Job Embeddedness between Transformational Leadership and Work Performance

Integrating the above arguments, we propose that individual employees' job involvement and job embeddedness sequentially mediate the relationship between transformational leadership and the work performance of employees. Transformational leadership would increase employee work performance by sequentially enhancing the level of individual employees' job involvement and embeddedness. Transformational leadership provides support to their followers they start to feel fit in their job and maximize their performance to achieve desirable outcomes their intention of leaving the organization decreases (Shukla & Sinke., et al 2013). Transformational leadership has a beneficial impact on a wide variety of organizational features, which in turn affects employees' commitment to their jobs. Involvement in the work has been linked to higher levels of job or work performance in numerous studies (Keller, 1997). Job embeddedness represents an abundance of resources, as stated (Harris, 2011). Therefore, Job involvement was used as a tool to motivate employees to work harder, which ultimately led to better results. And employees start loving his/her job due to which embeddedness also increases. According to the social exchange theory which supports the actions of employees depend on their

expectations from their leaders if the leader will empower and support their followers in return followers will give positive outcomes (Blau, 1964).

Transformational leadership style influences the motivational social processes, and cognitive, and then he/she creates creative outputs. Through the social exchange theory process, employees might do a cost-benefit analysis and when they are not treated well the employees feel a lack of support in their work environment and their performance decrease. But when the employee will be treated well by a transformational leader he will get motivated and start engaging in his or her work his/her involvement in the job will increase when a person starts involved in a task psychologically he or starts loving the process and the task so it will also increase the individual job embeddedness.

Hypothesis 9 : Job involvement and Embeddedness will sequentially mediate the relationship between Transformational leadership and work performance.

2.18 Moderating role of Core Self-Evaluation

Numerous studies have connected CSE to a host of good results. For instance, being happy at work and in life as well as being more engaged at work. As a consequence, staff productivity increases. In recent years, CSE has become increasingly popular as a moderator (Esther, 2016). Core self-evaluations and other higher-order psychological constructs can be thought of either as latent constructs, which are unobservable structures that cause their dimensions (indicators) to be positively related, or as aggregate constructs, which are forms or compositions of their dimensions. Both of these ways of thinking about core self-evaluations and other higher-order psychological constructs are possible. Latent constructs, on the other hand, exist at a more fundamental level than the surface manifestations of their indicators and, in reality, have a causal effect on those indicators or dimensions (Bollen & Lennox, 1991).

Employees who have high job embeddedness are satisfied with their jobs, they are tied with their work and coworkers (link), they feel they have relevant skills for the job, and feel fit in their working environment (fit) and they believe they will sacrifice many valued resources if they quit their job (sacrifice). All these factors will positively influence employee work performance. Person with high job embeddedness is less like to withdraw from their jobs. With this view (Lee et al., 2004) found that on-the-job embeddedness predicts employee task performance.

When employees assess their performance using their core self-evaluation they start to predict positive work outcomes, especially their job satisfaction increases, and their work performance increases. According to social exchange theory, it states that individuals or employees when feeling unequal or injustice at the workplace the in reaction individuals start negative behavior (Blau, 1964). It is hypothesized that core self-evaluation is a very important element and it will moderate the relationship people with high core self-evaluation will have a stronger relationship with their leader and will perform effectively which maximizes their performance.

Further, in the light of social exchange theory, it is well established that all the social interactions among employees rely on the principle of exchange. The exchange process encompasses the norms of fairness as well as reciprocity. When employees are tied with their work, coworkers, and leader with a good and positive relationship (link), they feel they have relevant skills for the job, and feel fit in their working environment (fit) and they believe they will sacrifice many valued resources if they quit their job cost and benefit analysis (sacrifice). When they will get positive infractions from top management their motivation will increase and they start loving their job due to which turnover intention will decrease their embeddedness level will get enhanced due to which they start to develop

skills regarding their job and start working on the dimensions of CSE. And CSE literature tells us that a person with high CSE starts to perform outstandingly in the workplace and starts to acquire job-related skills and competencies (Ferris et al., 2011).

Core self-evaluation literature tells us that a person with high CSE starts to perform outstandingly at the workplace and tends to acquire job-related skills and competencies (Ferris et al., 2011). Hence, we can predict that the core self-evaluation of an employee with significantly moderate between job embeddedness and work performance of the employee.

Hypothesis 10 : Core Self-Evaluation will positively moderate the relation between job embeddedness and work performance of the employee, such that the relationship will be more strengthen when core self-evaluation will be high.

Chapter 3: Research Methodology

3.1 Methods and Procedures

The quantitative research will be used to find out the effect of transformational leadership on employee work performance in Pakistan's context. The type of study we are using to investigate is basic quantitative to identify which factor with Transformational leadership is best suited to the variables (Job Involvement, job embeddedness, and core self-evaluation). The study will define every characteristic of the respondents and other demographics of the selected population. The researcher's interference in the study will be minimal. Because we will collect data through a questionnaire. The correlation study is being conducted. The sampling technique used in data collection is the convenience sampling technique.

3.1.1 Data Source

Both primary and secondary data are used for this study the data was collected from questionnaires and previous studies.

3.2 Population

The population is based on managers. It includes age, gender, and education level. The respondents will be based or taken from different areas of two cities in Pakistan (Rawalpindi & Islamabad). We have chosen employees from different organizations because we want individuals from different mindsets and thinking to get relevant findings we targeted both public and private organizations in Pakistan data also include the response for Autonomous bodies that include NADRA.

3.3 Sample Size

The sample is composed of managers from various firms, and we selected 340 respondents from two major cities in Pakistan (Rawalpindi and Islamabad). For a diverse set of outcomes, we have picked participants from various organizations. For public sector organizations data was collected from CDA, NADRA (Head office G-5 and Regional head office Islamabad, G-10) and the target sectors was (Service sector). Many researchers have proposed different methods for drawing (VanVoorhis & Morgan et al., 2007) mentioned in the study that a sample size of more than 300.

3.4 Tools and Techniques

The Non-probability sampling technique will be used in which convenience sampling is adopted. Because of researcher convenience, we have chosen this sampling and we will use purposive sampling because we have selected managers from various firms by purpose. Using this sampling method can bring the chances to reach all the dimensions of transformational leadership, job embeddedness, job involvement, core self-evaluation, and work performance to bring reliability to the results.

3.5 Data Collection

The data has been collected through questionnaires (Primary data was collected through questionnaires and the secondary data was collected from recent research journals, books, reports, and articles). Demographic data was also included and the AVE and CR of questionnaires are shown in the table. The questionnaire will be adopted and adapted. We will be using a multifactor leadership questionnaire (MLQ-5X) for transformational leadership (Bernhard M. Bass & Aviola, 2004), Job involvement (Kanungo, 1982b), Job embeddedness (Crossley et al., 2007), Core Self-evaluation (Sheykhshabani, 2011), and Work performance (Karatepe, 2013).

3.5.1 Transformational Leadership. Transformational leadership responses were collected by using a 20-item scale which was adopted from MLQ (Antonakis et al., 2003), five-point Likert scale responses from 1 (very dissatisfied) to 5 (very satisfied). Data was collected from subordinates regarding their leaders. Cronbach's alpha was 0.968.

3.5.2 Job Involvement. The job involvement scale was adopted from Kanungo's (1982) 10-item scale and questions were regarding the job psychological involvement that how the employee is involved in his/her job. Five-point Likert scale responses 1 (very dissatisfied) to 5 (very satisfied). Cronbach's alpha was 0.914.

3.5.3 Job Embeddedness. Job embeddedness was adopted from Crossley et al. (2007). 7-item scale and questions were regarding job attachment (fit, link and sacrifice). Five-point Likert scale responses 1 (very dissatisfied) to 5 (very satisfied). Cronbach's alpha was 0.894.

3.5.4 Core Self-evaluation. To measure CSE this study used a 12-item scale developed by Judge et al (2003), for measuring the respondent's personality traits. Six items in the scale were reversed. Five-point Likert scale of 1 (very dissatisfied) to 5 (very satisfied). Cronbach's alpha 0.922.

3.5.5 Work Performance. The work performance of individuals was measured through (Koopmans et al, 2012) 13-item scale was included (task performance and contextual performance) of employees including counterproductive work behavior (CPWB) was excluded. 5-point Likert scale of 1 (very dissatisfied) to 5 (very satisfied). Cronbach's alpha 0.940.

3.6 Data Analysis

Smart PLS has been used for the data analysis and demographic data were analyzed using Statistical package for social science (SPSS). Latest version of Smart-PLS was used to

analyze the measurement model, structure model and cause and effect relationship of different variables. Partial least square is very useful for analyzing high order models and it is very user friendly software, we can analyze our entire model in smart pls by doing a single click. In past years pls structure equation modeling got great attention from many researchers from different disciplines that include human resource management, marketing, accounting and many more (Sarstedt et al., 2020).

3.6.1 Reasons for using smart pls

- 1) PLS is the best and most useful technique for finding new relationship of different variables and theory (Mishra, 2021).
- 2) PLS is user-friendly software and it requires little technical knowledge of user and the best thing a lay man can easily analyze data on smart Pls (Ringle et al., 2015).
- 3) PLS-SEM requires small sample size when model contains many variables and items (Haire et al., 2017).
- 4) PLS-SEM is more powerful software when we compare it with other software and CB-SEM (Hair et al., 2017). It identifies the relationship between different variables and have greater statistical power (Sarstedt & Mooi, 2019).

3.7 Scaling

The scales which will be used in the study will be nominal, ordinal, and interval. For demographic data age, gender and education we will use nominal and ordinal scales and for the questionnaire responses we will use a five-point Likert scale from 1 (very dissatisfied) to 5 (very satisfied).

Chapter 4: Analysis and Results

Analysis and Results

The data analysis and results chapter present in detail the result from the analysis of the data. PLS-SEM analysis includes the assessment of measuring and structural model the measurement model establishes the reliability and validity of the construct. The following study employs a serial mediation model to analyze the connection between transformational leadership, employee job Involvement, job embeddedness, and work performance. Quantitative in nature, the following study's findings came from a sample of 340 respondents surveyed directly. In this investigation, we used both primary and secondary sources. Survey questionnaires were used to collect primary data, and a literature review was conducted to collect secondary data. The literature review involved perusing several scholarly journals to identify any articles that might contain data relevant to the study's aims. Smart Pls 4 was used as part of the data analysis strategy to conduct statistical tests and employ statistical methods that allow for the accurate evaluation of the results.

4.1 Demographic Analysis

4.1.1 Gender. The demographic information in the survey includes a question about the gender of the respondent's table 1 shows that 104 females responded out of 340 and their percentage is 30.6%. Males who responded were 236 out of 340 and their percentage is 69.4%.

4.1.2 Age. The table that can be found above provides information regarding the overall frequencies, percentages, and cumulative frequencies of the respondent's ages for each option. This suggests that there were 130 persons in the age range of 18 to 25, representing 38.2% of the total population. 157 people in the age group of 26 to 35 responded to the survey, which accounts for 46.2% of the total. 40 respondents fell into the age bracket of

36 to 45 years old, which accounts for 11.8% of the entire sample. 114 people in the age range of 46 to 55 responded to the survey, which accounts for 45.6% of the overall sample. 11 people responded who were in the age range of 55 and older, which accounts for 4.2% of the entire sample.

4.1.3 Education. Based on the facts presented above, we may infer that there are now 7 students enrolled in a postsecondary institution, making up 2.8% of the total student body. 13 people said they had completed high school and college, or 5.2% of the total. There were 3 respondents with doctoral degrees or 1.2% of the total. Out of a total of 250 responders, 108 (or 43.2%) have a master's degree or above (MPhil/MS/MBA). Lastly, 47.6% of responders have a Master's degree or more (119 total).

Table 4.1: Respondent Demographic

Gender	Frequency	Percentage	Valid Percentage	Cumulative Percent
Male	236	69.4	69.4	69.4
Female	104	30.6	30.6	30.6
Total	340	100.0	100.0	100.0
Age				
18-25	130	38.2	38.2	38.2
26-35	157	46.2	46.2	46.2
36-45	20	5.6	5.6	5.6
46-55	20	5.6	5.6	5.6
55-above	13	3.8	3.8	3.8
Total	340	100.0	100.0	100.0
Education				
Higher Secondary Level	6	1.8	1.8	1.8
Graduation (14 years)	31	9.1	9.1	10.9
Masters (16 years)	171	50.3	50.3	61.2

MPhil/MBA/MS	117	34.4	34.4	95.6
PHD	15	4.4	4.4	100.0
Total	340	100.0	100.0	100.0

4.2 Measurement Model

Basically, the quality of the model is evaluated through measurement model assessment. Assessment of quality of model starts from evaluating the reliability and validity of the construct. As our model is reflective in nature in measurement model we test two things construct reliability and construct validity. For construct validity it tells the assessment of the scale that scales are measuring accurately or not what we want to measure. As our model is reflective we measure two things for validity first convergent validity which is assessed from AVE and second, is discriminant validity.

Second, the factor loading of all the items for the model should be greater than minimum acceptable value that is 0.05 according to the study of (Joseph F. Hair Jr, Babin, & Anderson, 2010; Turitsyn et al., 2010). Although factor loading over 0.7 is desirable (Esposito Vinzi, Chin, Henseler, & Wang, 2010; Vinzi, Chin, Henseler, & Wang, 2010).

4.2.1 Reliability and Validity. Basically, in simple terms, research reliability is the degree to which the research method produces stable and consistent results. Reliability is the consistency of your measurement instrument and in research, reliability is the degree to which the research method produces stable and consistent results. There are different types of reliability test-retest, equivalent forms, and internal consistency. The majority of researchers use Cronbach's alpha to assess the reliability it checks the inter-item consistency.

Table 4.2 is showing the variables we have taken and their number of items. Here we can see that transformational leadership has 20 indicators, job involvement has 10 indicators, job embeddedness has 07 indicators, core self-evaluation has 12 indicators and work performance has 13 indicators.

Table 4.2: Numbers of Items

Name of Variables	No questions /included
Transformational Leadership	20
Job Involvement	10
Job Embeddedness	07
Core Self-Evaluation	12
Work Performance	13

4.2.2 Composite Reliability and Average Variance Extracted. Analysis of reliability allows you to research the qualities of measurement scales as well as the component that make up the scales. The procedure is known as “Reliability Analysis”. In the current study, a reliability analysis has been done. There are several methods used for reliability analysis, but the most used method is Cronbach alpha. Cronbach’s alpha is commonly accepted to be more than 0.7.

Analysis of the findings of the reliability, validity, and SEM assessments are presented for your viewing and comprehension in the table below. Standards for fundamental core self-evaluation, leadership development, job embedding, employee participation, and performance in the workplace are all included in this document. The composite reliability and the average dispersion are broken out into separate columns (AVE). The reliability range goes from 0.50 to 0.70, and all of the following indicators are

in the middle point of that range. Based on our investigation, we can conclude that the average retrieved variance lies somewhere in the region of (0.5 to 0.7).

Table 4.3: Cronbach’s Alpha, Composite Reliability, and Average Variance Extracted

Indicators	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Transformational Leadership	0.968	0.969	0.601
Job Involvement	0.914	0.915	0.516
Job Embeddedness	0.894	0.896	0.549
Core Self-Evaluation	0.922	0.926	0.501
Work Performance	0.940	0.940	0.540

4.2.3 Indicator Reliability. The factor loading is very important for checking the reliability of the items. The factor loading of the items should range between -1.0 to +1.0 with the higher absolute value means the value close to +1.0 will indicate a higher correlation of an item with the variable under study and the value close to -1.0 shows no correlation of items with the variable (Pett, Lackey, & Sullivan, 2003).

After analyzing the factor loading we can conclude that no item in the study had a factor loading less than recommended value of .50 (Hair et al., 2016) hence, no item was removed result are shown in table 4.4. Factor loading tells us how strong relationship is between the items and the component.

Table 4.4: Item Loading

Variables	Items	Loadings
Transformational Leaders	TL1	0.789

	TL2	0.880
	TL3	0.820
	TL4	0.753
	TL5	0.787
	TL6	0.755
	TL7	0.715
	TL8	0.745
	TL9	0.712
	TL10	0.736
	TL11	0.759
	TL12	0.838
	TL13	0.814
	TL14	0.669
	TL15	0.788
	TL16	0.765
	TL17	0.838
	TL18	0.723
	TL19	0.830
	TL20	0.758
Job Involvement	Jl1	0.731
	Jl2	0.764
	Jl3	0.740
	Jl4	0.730
	Jl5	0.739
	Jl6	0.704

	JI7	0.762
	JI8	0.715
	JI9	0.749
	JI10	0.689
Job Embeddedness	JE1	0.821
	JE2	0.736
	JE3	0.722
	JE4	0.686
	JE5	0.709
	JE6	0.779
	JE7	0.724
Core Self-Evaluation	CSE1	0.755
	CSE2	0.815
	CSE3	0.825
	CSE4	0.732
	CSE5	0.783
	CSE6	0.670
	CSE7	0.738
	CSE8	0.706
	CSE9	0.783
	CSE10	0.646
	CSE11	0.780
	CSE12	0.768
Work Performance	WP1	0.775
	WP2	0.806

WP3	0.668
WP4	0.772
WP5	0.743
WP6	0.721
WP7	0.757
WP8	0.763
WP9	0.672
WP10	0.762
WP11	0.739
WP12	0.796
WP13	0.654

Smart PLS is a graphical tool for variance-based structural equation modeling that use the partial least squares (PLS) path modeling technique (SEM). Users can utilize their data to estimate models through several PLS-SEM methods, including sum scores regression, weighted PLS-SEM, consistent PLS-SEM, and basic PLS-SEM. Standard evaluation metrics (including those for the structural model, HTMT criterion, bootstrap-based significance testing, PLS prediction, and goodness of fit) are all calculable in the software, and there are plenty of other statistical tests that may be run as well and gives very effective results.

4.2.4 Discriminant Validity. Discriminant validity tells us how far or how latent variables which are under study are different from each other. How does one variable is deviating from the other? To confirm that latent variable discriminant validity is very important, we

assessed discriminant validity using the Heterotrait-Monotrait ratio (HTMT). Smart-PLS advocate to use Heterotrait-Monotrait (HTMT) ratio basically, Fornell and Larker approach is the traditional approach to check the discriminant validity of the construct. When HTMT value is higher then there will difenatly the discriminant validity problem. Threshold value 0.90 for the model and 0.85 was recommendation of (Sarstedt, Hair Jr, Cheah, Becker, & Ringle, 2019). When the HTMT value is higher then 0.90 there there will be discriminant validity issue. Our HTMT value is shown in table 4.5 and there is no issue of discriminant validity.

4.2.4.1 Heterotrait-Monotrait Ratio (HTMT)

Table 4.5: Heterotrait-Monotrait Ratio (HTMT)

	CSE	JE	JI	TL	WP
CSE					
JE	0.828				
JI	0.793	0.755			
TL	0.686	0.609	0.586		
WP	0.485	0.489	0.436	0.403	

Table 4.6: Model Fit

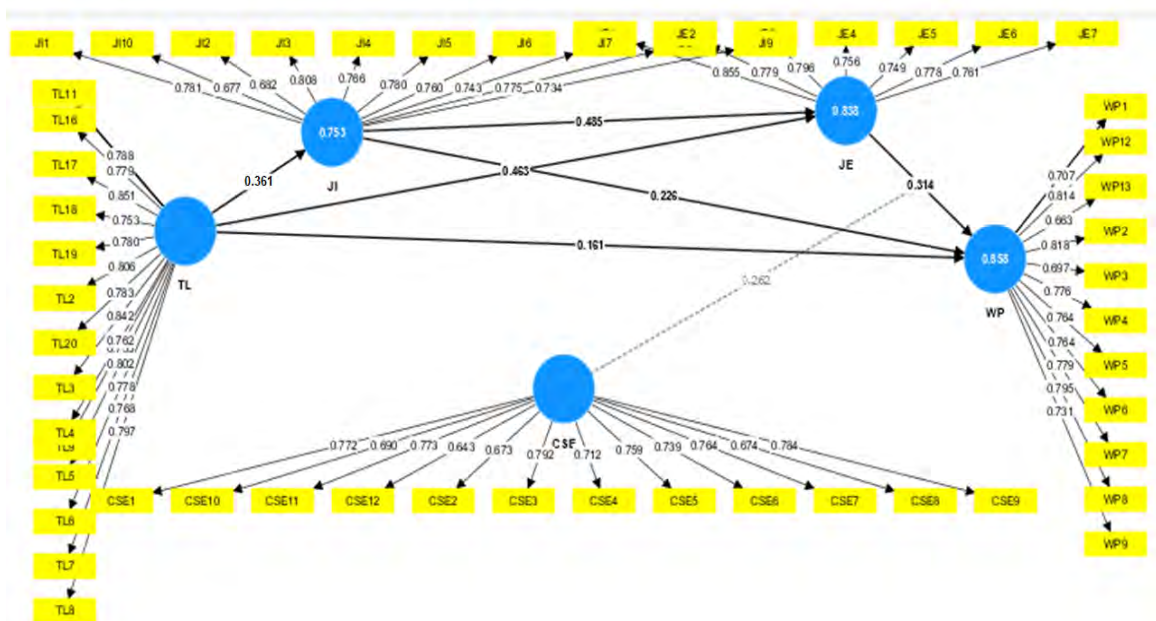
Goodness of fit	Estimated model
SRMR	0.066
d_ ULS	6.232
d_ G	3.924
Chi-square	5,935.375

For checking the model fitness criteria we check the estimated model. In which two things are very important first one is Standardized Root Mean Square Residual (SRMR) value. A model is said to have a good fit if SRMR values are less than 0.8. With an SRMR value of 0.066, the theoretical model was fit. And second thing that should be checked is Normal Fit Index (NFI) value it can be defines as 1 minus chi-square value of the observed model divided by the chi-square of the null model. NFI result values is always between 0 to 1. The value closer to 1 the better the model is fit.

4.3 Structure Model

Evaluation of the structural model is also very important structural model result enables us to determine the model’s capability to predict one or more target constructs. Structural model assessment procedure to evaluate the structure model.

Figure:-4.1



4.3.1 Collinearity Assessment. Collinearity arises when two indicators are highly correlated with each other. Collinearity among the study variables is assumed through analyzing the Variance Inflated Factor. If $VIF > 5$ indicates a potential collinearity problem (Hair, Ringle, & Sarstedt, 2011). In our case the VIF value of all variables is less than 5. So there is no problem of collinearity among variables.

Table 4.7: Variance Inflated Factor

	CSE	JE	JI	TL	WP	JE
CSE					4.391	
JE					2.576	
JI		4.624			3.14	
TL		3.26	1			
WP						
CSE x						
JE					2.347	

4.3.2 Path Coefficient. The path coefficient is the linking construct in the structural model it represents the hypothesized relationship or the strength of the relationship. Path coefficient tell the relationship of one variable with other variable. For example, a path coefficient close to +1 indicates a strong positive relationship and vice versa for a negative value of -1. The close the estimated coefficient is to 0 the weaker the relationship and a low value close to 0 generally is not statistically significant. In table 4.8 all the path between

different variables are positive so we can interpreted that there is significant relationship of the variables.

Table 4.8: Path Coefficient

	CSE	JE	JI	TL	WP	CSE x JE
CSE					0.191	
JE					0.314	
JI		0.485			0.226	
TL		0.463	0.361			
WP						
CSE x JE					0.262	

4.3.3 Coefficients of determination R square.

The R² indicates the variance explained by the endogenous variable by the exogenous variable. The r² value ranges from 0 to 1, which higher level indicates a higher level of predicting accuracy. The value from 0.75, 0.50, or 0.25 can be articulated as substantial, moderate, and weak. When selecting a PLS structural equation model, the first and most essential indicator is the coefficient of determination for each antecedent latent variable (R²). According to what is said in, "a measure of the extent to which the variance in the explained component of a latent variable contributes to the variance in the overall latent variable," R² is a measurement of this contribution (Urbach & Ahlemann, 2010). In addition, it has been demonstrated that values close to 0.670 are regarded as being quite

powerful, while numbers close to 0.333 are regarded as being typical, and numbers below 0.190 are regarded as being extremely feeble (Urbach & Ahlemann, 2010).

Table 4.9: R square and Adjusted R square

	R Square	R Square Adjusted
Job Embeddedness	0.971	0.971
Job Involvement	0.849	0.849
Work Performance	0.948	0.948

4.3.4 Effect size *f*-square.

Table 4.10: F-square value

	F-square
TL→JI	5.785
TL→JE	0.493
JI→JE	2.517
JI→WP	0.019
JE→WP	0.493

Assessment of effect size allows the researcher to observe the effect of each exogenous construct on the endogenous construct. Cohen's (1998) guidelines for assessing *f* square value are that if *f* square value > 0.02- represents the small effect of each exogenous construct on an endogenous construct, a value > 0.15- represents a medium, and a value > 0.35- represents a large effect.

4.4 Testing Hypotheses for Direct Relationship

Whether a coefficient is significant depends on its standard error that is obtained by bootstrapping to enable computing the empirical t-value and p-value for the structural path coefficient. When an empirical t-value is larger than the critical value, we conclude that the coefficient is statically significant. Commonly used values for the two-tailed tests are 1.64 (significant level 10%) and 1.96 (significant level 5%). Similarly, the most common and popular assessment to test the hypothesis is to check the p-value. When a significant level of 5% p-value must be smaller than 0.05. The table shows all the results of the direct hypothesis. Hypothesis 1 shows that the transformational leadership style has a significant impact on employee work performance. The result shows ($t=14.337$, $p<0.005$) so hypothesis 1 is accepted. Hypothesis 2 shows that transformational leadership increases employee job involvement. The result shows ($t=8.113$, $p<0.005$) hence hypothesis 2 is accepted. Hypothesis 3 shows transformational leadership has a significant impact on employee job embeddedness, the result shows ($t=10.110$, $p<0.005$). Hypothesis 4 shows job involvement is positively associated with employee work embeddedness ($t=6.925$, $p<0.005$) hence hypothesis 4 is also accepted. Hypothesis 5 shows job involvement is significantly related to the work performance of an employee, the result shows ($t=12.141$, $p<0.005$). Hypothesis 6 shows us job embeddedness has a significant impact on employee work performance, the result shows ($t=21.701$, $p<0.005$). All the direct hypotheses that we purposed were accepted.

Table 4.11: Result of Direct Hypotheses

Hypothesis	Hypotheses	(STDEV)	Beta	T	P value	Decisions
Statistic						
TL→WP	H1	0.025	0.313	14.337	0.000	Accepted
TL→JI	H2	0.014	0.923	8.113	0.001	Accepted
TL→JE	H3	0.021	0.484	10.110	0.002	Accepted
JI→JE	H4	0.012	0.695	6.925	0.000	Accepted
JI→WP	H5	0.020	0.521	12.141	0.001	Accepted
JE→WP	H6	0.013	0.106	21.701	0.000	Accepted

4.5 Testing Mediation Hypotheses

The indirect effect of transformational leadership on the work performance of an employee. Transformational leadership, job involvement, and work performance result are shown in the table ($t=11.360$ and $p<0.005$) means we will accept hypothesis 7. And the indirect effect of transformational leadership on work performance through mediating analysis of job embeddedness ($t=15.343$ and $p<0.005$) hence H8 is also accepted. It has been shown the result showed the serial mediation result of how transformational leadership increases the job involvement of employees results in involvement increases the embeddedness of the employee they start liking their job and turnover intentions decreases and they get satisfied with their job due to which employee starts to perform effectively. Table 4.12 shows the serial mediation hypotheses ($t=18.025$ and $p<0.005$) which means we will accept our hypothesis 9. It means all our hypotheses have been accepted.

Table 4.12: Mediation Analysis

Hypothesis	Sample mean (M)	Standard deviation (STDEV)	Indirect Effect	T statistics	P value	Decision
TL→JI→WP	0.874	0.025	0.587	11.360	0.001	Accepted
TL→JE→WP	0.903	0.021	0.777	15.343	0.000	Accepted
TL→JI→JE→WP	0.948	0.020	0.799	18.025	0.002	Accepted

4.6 Testing Moderation Hypothesis

The outcomes of a study conducted on bootstrapping are presented in the table. Moderation refers to a situation in which the relationship between two related variables or constructs is not constant but depends upon the value of a third variable or construct, which is referred to as moderating variable (Rasoolimanesh et al., 2022). Because the impact of moderation on work performance is displaying ($p = 0.001$), which is less than 0.05 and indicates that we are accepting our moderating hypothesis. In direct contradiction, core self-evaluation was found to have a substantial effect on the performance of employees at the workplace ($p = 0.001$). When we looked at the influence that job embeddedness has on work performance, we found that the hypothesis was accepted ($p = 0.00 > 0.05$), which indicates that there is a link between the two variables. As a result of the fact that there is a statistically significant link between Job Embeddedness, Core Self-Evaluation, and work performance ($p = 0.001$).

Table 4.13: Moderation Hypothesis

Hypothesis	Standard Deviation (STDEV)	T Statistics	P value
CSE x JE → WP	0.101	7.198	0.001

Chapter 5: Conclusions and Recommendations

5.1 Discussion

Although, many previous studies showed a direct relationship between transformational leadership employees and positive work outcome (Khattak, Zolin, & Muhammad, 2020). This study made very important contributions first of all the study included all the variables that are very much important for improving the work environment, performance, and employee motivation. The result provided support for the hypothesized model. The objective of this study was to determine whether or not employee job involvement, job embedding, and core self-evaluation mediate and moderate the relation between transformational leadership and work performance, if so, how this can occur.

5.1.1 Hypothesis 1 Transformational leadership has a significant impact on employee work performance. Effective leadership carried out by the supervisor or manager in an organization shall lead to an increase the employee work performance. According to the first hypothesis, it is to the follower's advantage to follow a leader who can transform the organization. There is a direct link between transformative leadership and the successful outcomes that individuals attain in the workplace (Uhl-Bien, Riggio, Lowe, & Carsten, 2014). According to our findings, transformational leadership is positively associated with work performance. It has been shown that leaders can improve the worth of their followers as well as their motivation (Courtright, 2011). Transformational leadership is very important for organizations for long-term sustainability because transformational leaders influence their followers and they easily align their followers with the organization's goals and vision. Due to this their productivity and work performance increase. The finding of the study also revealed that transformational leaders inspire and motivate employees to perform beyond expectations. Transformational leaders cause a positive impact on

followers due to which their desire to perform increases and as a result organization gets its benefit.

5.1.2 Hypothesis 2 Effective leadership shall lead to an increase the employee job involvement. Effective leadership supports the employee and particularly increases the involvement of the employee at work. Transformational leadership has four dimensions idealistic influence, intellectual stimulation, individual consideration, and inspirational motivation. Individual consideration encourages the personal growth and development of their employees (Bacha & Walker, 2013). The attention and treatment provided by the leader to his follower increase follower involvement (Hayati, Charkhabi, & Naami, 2014). Effective leadership increases employee job involvement (Mubarak & Noor, 2018). Study finding and result strengthen the theory that transformational leadership significantly impact employee job involvement. When an employee is led by an effective leader his desire to involve in work increases. According to the result when followers are led by a transformational leadership style they get inspired by them and they start enjoying their work due to which their involvement in work increases. It can be concluded that the transformational leadership style has a significant impact on employee work involvement.

5.1.3 Hypothesis 3 Effective leadership also increases employee embeddedness level. According to (Mitchell et al., 2001) job embeddedness is some force that keeps an employee in their current employment. When talking transformational leadership influences and inspires the followers to anticipate the future projections of their profession and then followers want to stay in the organization and perform well (Al-Ghazali et al., 2020). Transformational leaders facilitate and help their employees and they also create an open environment and they also boost the confidence and motivation level of their followers. Transformational leaders develop interpersonal relationships with employees which may increase followers' confidence regarding their job (Turner et al., 2002).

According to previous literature and the result of the direct hypothesis when employees are led by a transformational leadership style due to his influence employee will start engaging in the work and will get motivated due to which turnover intentions of employees will get minimized.

5.1.4 Hypothesis 4 Job involvement is a very important variable for organization success and in organizations in Pakistan job involvement of employees is very important. Many job involvement studies have been conducted in the past few years. Job involvement impacts motivation, job satisfaction, absenteeism, job performance, turnover, and commitment (Rotenberry & Moberg, 2007). Job involvement is a good indicator of job-related behavior (Soony, 2000). Those who have a high level of job involvement have strong relationships with their work, their job satisfaction increases, and turnover intention decrease they start loving their job. Additionally, it is also found that employees with high levels of involvement are focused on work, independent, and self-pride and they lead to enhance job satisfaction (Hennessey & Amabile., 2010). According to previous literature and the finding of the study, it can be concluded that job involvement has a positive impact on the embeddedness of employees. When an employee gets psychologically involved in their job the probability of leaving the organization minimizes.

5.1.5 Hypothesis 5 Many studies showed that subordinates' job involvement is closely related to employee work performance (Lodahi & Kejner., 1965). When an employee will get involved in their job their work performance will increase. Due to high job involvement, the employee starts enjoying his job, and his productivity and performance increase.

5.1.6 Hypothesis 6 Basically, job embeddedness has been studied in the construct that affects employee turnover intentions. Although much research has also shown its impact

on employee work performance (Lee et al., 2004; Burton et al., 2010; Koslowsky & Lev, 2012). Employees who have high job embeddedness are satisfied with their jobs, they are tied with their work and coworkers (link), they feel they have relevant skills for the job, and feel fit in their working environment (fit) and they believe they will sacrifice many valued resources if they quit their job (sacrifice). All these factors will positively influence employee work performance. Person with high job embeddedness is less like to withdraw from their jobs. With this view (Lee et al., 2004) found that on-the-job embeddedness predicts employee task performance. There is an association between job embeddedness and numerous indicators of employee performance.

5.1.7 Hypothesis 7 During our discussion, we came to the conclusion that (Jon Welty Peachey Laura J. Burton Janelle E. Wells, 2014) found that there is a significant connection between transformative leadership and the level of employee involvement in their work. Many studies showed that subordinates' job involvement is closely related to employee work performance (Lodahi & Kejner., 1965). Bycio, Hackett, and Allen (1995) found that transformational leadership significantly impacted employee performance, job involvement, and organizational commitment while simultaneously decreasing the likelihood that people would leave the company. In conclusion, it is evident that transformative leaders significantly affect the relative degree to which professions are seen as objective and socially created. They improve workers' opinions of themselves and their jobs and give them the confidence to provide new ideas, take on responsibilities, and make decisions. As a result, employee participation in the workplace should increase (Piccolo & Colquitt, 2006).

5.1.8 Hypothesis 8 When we talk about transformational leadership it influences and inspires the followers to anticipate the future projections of their profession and then followers want to stay in the organization and perform well (Al-Ghazali, 2020). Transformational leaders facilitate and help their employees and they also create an open environment and they also boost the confidence and motivation level of their followers. Transformational leaders develop interpersonal relationships with employees which may increase followers' confidence regarding their job (Turner et al., 2002). The transformational leader considers each employee individually and motivates them accordingly to acquire job skills (Sosik, Godshalk, & Yammarino, 2004).

5.1.9 Hypothesis 9 The serial mediation hypothesis describes to us that job involvement and embeddedness mediate in the relationship between transformational leadership and work performance. Transformational leadership has a beneficial impact on a wide variety of organizational features, which in turn affects employees' involvement in their jobs. Involvement in the work has been linked to higher levels of job or work performance in numerous studies (Keller, 1997). Job embeddedness represents an abundance of resources, as stated (Harris, Wheeler, & Kacmar, 2011). Therefore, Job involvement was used as a tool to motivate employees to work harder, which ultimately led to better results. When due to the transformational leadership style at the workplace employee involvement at work increases then employee start enjoying their job due to which turnover intentions decreases and employee work performance decreases. According to the social exchange theory which supports the actions of employees depend on their expectations from their leaders if a leader will empower and support their followers in return followers will give positive outcomes (Blau, 1964). The result of the hypothesis shows that transformational leaders have a significant impact on the positive outcomes of an organization.

5.1.10 Hypothesis 10 Performance in the workplace was correlated favorably with workers' assessments of their core values. According to the findings, transformational leadership has the potential to assist any organization in increasing the productivity of its workers. Core self-evaluation is very important for both parties leaders and followers to develop and it will make a very important contribution to improving the work environment in the organization and improving the overall organization performance will be enhanced. The results of the study indicated that employee core self-evaluation positively moderated the relationship between employee job embeddedness and work performance.

5.2 Recommendations

If a firm is serious about improving the effectiveness of its leadership, it must take into account the unique qualities and routines of both its leaders and its followers. This is the only way to achieve this goal. When combined with other forms of assessment, transformational leadership has a beneficial impact on the CSE of followers because it encourages a move toward a more optimistic view of the job.

According to the findings, transformational leadership has the potential to assist any organization in increasing the productivity of its workers. However, this is only possible if the leaders take into account the degree to which their workers are involved in their jobs and how they feel a sense of belonging in their work. Self-evaluation is essential to the development of both employees and leaders, and it will make a significant contribution to the improvement of both parties' performance on the job.

5.3 Managerial Implications

The study provides very important managerial implications. The finding shows transformational leadership style exerts a positive impact on employee work performance

directly as well as indirectly with serial mediation of job involvement and job embeddedness and moderating role of core self-evaluation.

- ❖ Transformational leadership style can take place in Pakistan's public and private organizations through training programs. Organizations should develop core leadership competencies for their top management so they can promote openness in the organization, good communication skills to convey vision, should know how and when to empower their subordinates or followers. Additionally, organizations should provide counseling and coaching to their executives and guidance should be provided to promote awareness and self-understanding of transformational leadership.
- ❖ HR professionals should support the leaders to adopt transformational leadership in public and private organizations in Pakistan. The leader who uses a transformational leadership style can influence their followers easily because followers trust them due to their trait of idealized influence (II) followers look at them as role models. A leader should try to maximize the core self-evaluation traits of their followers by maximizing their self-efficacy, self-esteem, internal locus of control, and emotional stability. An employee with high levels of core self-evaluation tends to be stable over time they perform effectively and efficiently in the work environment. A leader should maximize the CSE of employees and when recruiting new employee leader should look for core self-evaluation traits that will help in selecting the right person for the right position. Core self-evaluation is very important for both parties leaders and followers to develop and it will make a very important contribution to improving the work environment in the organization by improving it the overall organization performance will be enhanced.
- ❖ Employees with low job embeddedness will decrease their performance (Lee et al., 2004) thus, the finding of the study shows job embeddedness plays a very important

role in maximizing work performance. The last implication is business and non-business enterprises should increase employee productivity and embeddedness. First job involvement and embeddedness training, workshops, and seminars for each level of management.

- ❖ Transformational leader can help their followers in boosting their motivation level, more and values which lead them to positive job outcomes. This practice will help Pakistan public and private organizations to reduce negative outcomes at workplace.
- ❖ Turn over intentions is major issue for majority of organizations. They cannot retain employees for long-run. HR professional should introduce such policies that increases employee embeddedness level.

5.4 Conclusion

All the hypotheses were accepted effectiveness of the workforce was significantly improved thanks to the transformational leadership that was implemented. A leader who makes use of transformational leadership styles has the potential to influence favorable organizational outcomes, such as an increase in the performance of their employees. According to the findings of the current study, which are in line with those of earlier studies, transformational leadership is the most essential component in creating an environment that promotes positive employee performance. It was believed that transformative leaders could motivate their staff to work harder and for longer periods, which would ultimately result in increased performance. In addition, it was believed that leaders who used a transformational style could realize and carry out the vision and mission of the organization, have integrity, has good expectations communication, be enthusiastic about inspiration, foster creativity, and innovation, assist in problem-solving and task-completion, and inspire employees to excel in their work.

Employee involvement was impacted favorably and significantly thanks to transformative leadership. When a strong transformational leadership style is implemented, employees become (Knack et al., 1999) committed in the work, mission, and goals of the organization, which in turn drives them to do a good job of doing their duties and increases job involvement. The employees working for transformative managers could have the impression that they are being coerced into responding with a great deal of enthusiasm. The findings of this study matched the findings of other studies, and it has been known for a long time that transformative leadership is directly associated with high levels of employee involvement and further increases embeddedness levels and decreases the turnover intentions of employees.

Leaders in Pakistan who are successful in transforming their organizations can inspire and motivate their teams to work diligently, to be flexible, to not give up easily, to feel needed by the organization, to be inspired and persistent, to find meaning in their work, to face new challenges, and to pay close attention to and concentrate on what it is that they are doing.

Performance was significantly improved when employees were actively involved in their work. Employees reported feeling identification with their employment on multiple levels, including psychological, intellectual, and physical. Because the company emphasizes positive emotions such as fervor, joy, and pleasure in the workplace, the levels of stress and burnout that employees experience have decreased, new feelings of satisfaction, dedication, and belonging to the organization have emerged, and the number of employees who intend to leave the company has decreased.

Even though several organizations in Pakistan practice this, it was found that job involvement and job embeddedness are positively associated with an individual's dedication to their job and their assessment of how well their company fits into their lives.

People that have a high score on the CSE scale should be aggressively sought for employment and recruitment to maximize a company's chances of financial success. Leaders who have a low CSE probably require a greater amount of supervision and support from their superiors to complete their duties and raise their CSE.

5.5 Further Research Directions

Although the study contributes a lot by defining the association between transformational leadership and employee work performance in the presence of two very important mediating variables and a moderator. However, the study has also some limitations that can be improved in further study. In the current study data was collected from different public and private sectors of twin cities (Rawalpindi and Islamabad) however, further research may obtain the data from different public and private sectors for all the provinces of Pakistan to get the in-depth and underlying assumptions of the model.

The same model may also apply to different sectors of Pakistan industries which are listed by the security exchange commission of Pakistan banking, insurance, cement, steel, textile, and electronics. And the current study investigated the relationship between transformational leadership style and employee work performance with two mediating variables job involvement and job embeddedness and a moderator core self-evaluation of the employee. However, the current model may be extended or the relationship between transformational leadership style and employee work performance can be investigated by using different mediating and moderating variables that include (psychological empowerment, knowledge-sharing behavior, counterproductive work behaviors, emotional intelligence, etc).

And last the relationship between leader and follower, follower and organization, and leader and organization are changing due to globalization. Hence much work is required in

this domain and further research is required to explore and identify the effect of globalization on leaders, members, and organization setups.

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Appendix 1

Questionnaire



Quaid I Azam School of Management Sciences

Quaid I Azam University Islamabad

Dear Participant,

I am a research scholar in the field of Human Resource Management. As a part of my MPhil studies, I am conducting research that investigates the impact of transformational leadership on employee work performance. The present study intends to develop and evaluate an anticipated research model to find out the association between transformational leadership, job embeddedness, job involvement, and the work performance of employees in the private sector. In addition, core self-evaluation is added as the potential moderator to check the association between the stated relationships.

A supervisor is defined as the individual to whom you report directly, or who is responsible for the assessment of your work. If your supervisor treats you well and motivates you to achieve organizational goals, it will increase your embeddedness level, and also employee will involve in the job due to this work performance of the employee will increase and he/she will work efficiently. You can help me by filling out the following questionnaire. I assure you that your responses will be held in the strictest confidentiality. I will ensure that no one has the access to the data except me. Please answer ALL questions as honestly and accurately as possible. I am interested in responses that best reflect your experiences in your job not what should be. I thank you in advance for your time and cooperation.

Yours truly,

Usama Zafar Kiani

Quaid-i-Azam School of Management Sciences,

Quaid-i-Azam University,

Islamabad.



Quaid I Azam School of Management Sciences

Quaid I Azam University Islamabad

Note: The stage ranges from irrelevant to the relevant rating from 1 to 5; 1 being very dissatisfied and 5 being.

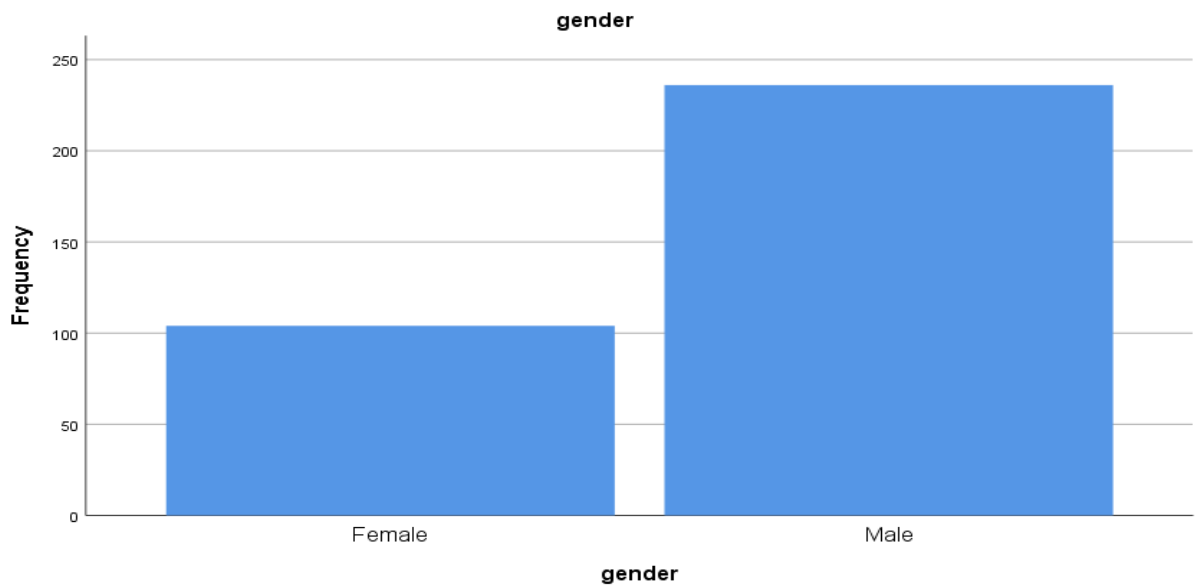
S.NO	ITEMS/QUESTIONS					
TL	Transformational Leadership					
TL1	My manager\employer instills pride in me for being associated with him/her	1	2	3	4	5
TL2	He\She goes beyond self-interest for the good of the group.	1	2	3	4	5
TL3	He\She acts in ways that build my respect.	1	2	3	4	5
TL4	He\She displays a sense of power and confidence.	1	2	3	4	5
TL5	He\She provides complete trust.	1	2	3	4	5
TL6	He\She talks about his/her most important values and beliefs.	1	2	3	4	5
TL7	He\She specifies the importance of having a strong sense of purpose.	1	2	3	4	5
TL8	He\She considers the moral and ethical consequences of decisions.	1	2	3	4	5
TL9	He\She emphasizes the importance of having a collective sense of mission.	1	2	3	4	5
TL10	He\She talks optimistically about the future.	1	2	3	4	5
TL11	He\She talks enthusiastically about what needs to be accomplished.	1	2	3	4	5

TL12	He\She articulates a compelling vision of the future.	1	2	3	4	5
TL13	He\She expresses confidence that goals will be achieved.	1	2	3	4	5
TL14	He\She spends time teaching and coaching.	1	2	3	4	5
TL15	He\She treats me as an individual rather than just a member of the group.	1	2	3	4	5
TL16	He\She considers me as having different needs, abilities and aspirations from others.	1	2	3	4	5
TL17	He\She helps me to develop my strengths.	1	2	3	4	5
TL18	He\She re-examines critical assumptions to question whether they are appropriate.	1	2	3	4	5
TL19	He\She seeks differing perspectives when solving problems.	1	2	3	4	5
TL20	He\She gets me to look at problems from many different angles	1	2	3	4	5
JI	Job involvement					
JI1	The most important things that happen to me involve my present job.	1	2	3	4	5
JI2	To me, my job is only a small part of who I am.	1	2	3	4	5
JI3	I am very much involved personally in my job.	1	2	3	4	5
JI4	I live, eat and breathe my job.	1	2	3	4	5
JI5	Most of my interests are centered around my job.	1	2	3	4	5
JI6	I have very strong ties with my present job which would be very difficult to break.	1	2	3	4	5
JI7	Usually I feel detached from my job.	1	2	3	4	5
JI8	Most of my personal life goals are job-oriented.	1	2	3	4	5
JI9	I consider my job to be very central to my existence.	1	2	3	4	5

JI10	I like to be absorbed in my job most of the time"	1	2	3	4	5
JE	Job embeddedness					
JE1	I feel attached to this organization.	1	2	3	4	5
JE2	It would be difficult for me to leave this organization.	1	2	3	4	5
JE3	I am too caught up in this organization to leave.	1	2	3	4	5
JE4	I feel tied to this organization.	1	2	3	4	5
JE5	I simply could not leave the organization that I work for.	1	2	3	4	5
JE6	I am tightly connected to this organization	1	2	3	4	5
JE7	It would be easy for me to leave this organization	1	2	3	4	5
CSE	Core self-evaluation					
CSE1	I am confident I get the success I deserve in life.	1	2	3	4	5
CSE2	Sometimes I feel depressed. (r)	1	2	3	4	5
CSE3	When I try, I generally succeed.	1	2	3	4	5
CSE4	Sometimes when I fail I feel worthless. (r)	1	2	3	4	5
CSE5	I complete tasks successfully.	1	2	3	4	5
CSE6	Sometimes, I do not feel in control of my work. (r)	1	2	3	4	5
CSE7	Overall, I am satisfied with myself.	1	2	3	4	5
CSE8	I am filled with doubts about my competence. (r)	1	2	3	4	5
CSE9	I determine what will happen in my life.	1	2	3	4	5
CSE10	I do not feel in control of my success in my career. (r)	1	2	3	4	5
CSE11	I am capable of coping with most of my problems.	1	2	3	4	5
CSE12	There are times when things look pretty bleak and hopeless to me. (r)	1	2	3	4	5
WP	Work performance					

WP1	I was able to plan my work so that I finished it on time.	1	2	3	4	5
WP2	I kept in mind the work result I needed to achieve.	1	2	3	4	5
WP3	I was able to set priorities.	1	2	3	4	5
WP4	I was able to carry out my work efficiently.	1	2	3	4	5
WP5	I managed my time well.	1	2	3	4	5
WP6	On my initiative, I started new tasks when my old tasks were completed.	1	2	3	4	5
WP7	I took on challenging tasks when they were available.	1	2	3	4	5
WP8	I worked on keeping my job-related knowledge up-to date	1	2	3	4	5
WP9	I worked keeping my work skills up-to-date.	1	2	3	4	5
WP10	I came up with creative solutions for new problems	1	2	3	4	5
WP11	I took on extra responsibilities	1	2	3	4	5
WP12	I continually sought new challenges in my work.	1	2	3	4	5
WP13	I actively participated in meetings and/or consultations	1	2	3	4	5

Appendix 2



The graphical representation of the gender of respondents shows the total number of males and females.

