

To win in the marketplace you must first win in the
workplace:

An empirical evidence from banking sector

Von der Fakultät für Wirtschaft, Recht und Gesellschaft der
Brandenburgischen Technischen Universität Cottbus–Senftenberg
zur Erlangung des akademischen Grades eines Doktor der Wirtschaftswissenschaften
(Dr. rer. oec.)

genehmigte Dissertation

vorgelegt von

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Tag der mündlichen Prüfung: 06.01.2022

Acknowledgement

The completion of this Thesis has been a long journey and could not have been accomplished without the generous help and support of many people. My sincere thanks to those who helped me in assorted ways to conduct the research and make this thesis a reality. It is my great pleasure to express my gratitude through this humble acknowledgement.

Firstly, I praise the almighty God for the abundant blessings showed upon me without which this research work would never have been possible.

I express my sincere gratitude and indebtedness to my supervisor of this research, Prof Dr Silke Michalk, from the Brandenburg University of Technology, who has been very kind, patient, and supportive of my work. Without her active supervision, comments, advice, and follow up, this doctoral thesis would not have been possible.

I sincerely thank Dr Andrija Mihoci and Dr Farrukh Iqbal for the Quantitative Analysis guidance and reviewing the statistical techniques used in this research.

Sincere thanks also goes to all friends, managers and banking organizations for their generous support and full cooperation with me during the fieldwork; without their support, the empirical stage of this research would not have been successful.

I also, I extend my thanks and appreciation to all researchers, academics, and experts who participated in the pilot stage of this study. In particular, I would like to express my appreciation for the assistance and cooperation from the University for the Facilities made available to me during my study.

Finally, I place on record my sincere gratitude to my beloved Mom and late Dad, brothers, and sisters for their prayers that helped me in completion of this work.

Naveed Ahmad Khan

Abstract

The present study investigated the relationship between a leader's expectation, Leader-member exchange (LMX), training & development (T&D), organizational culture (OCL) and employee performance (EP) in the context of the banking sector of Pakistan. It also examined the relationship between Leaders' expectations, LMX, T&D, organizational culture and employee performance with the mediating effect of organizational commitment. Furthermore, this study examines the moderating role of gender between employee performance and organizational commitment. This study was motivated by the inconsistent findings in the literature on the leadership, in particular the Pygmalion effect (Leaders expectation) and leader-member-exchange on employee performance with the mediation of organizational commitment and moderation role of gender.

These inconsistencies led to a new stream of research that indicates the importance of examining especially the effect of leader's expectation and leader-member-exchange on individual productivity with the mediation of organizational commitment. With this purpose in mind, this study considers these theories, the social exchange theory is the main one and Pygmalion mechanism and leader-member exchange are supportive theories of mapping and positioning the potential relationships between the variables within the conceptual framework. The data was collected through an online questionnaire. The questionnaire was distributed to 650 middle level bank employees in the top ten banks in three major cities of Pakistan, Lahore, Islamabad, and Karachi. Out of the 650 questionnaires, 350 were returned, of which 280 were deemed usable for actual data analysis using smart PLS-SEM. The direct relationship as well as the mediation of organizational commitment between the variables was analysed by using smart PLS-3 software. Findings showed that Leader's expectation, LMX, organizational culture and organizational commitment have a positive relationship with employee performance except T&D. Furthermore, the results supported the moderating role of gender between organizational commitments and employee performance. The study identifies practical, methodological and theoretical implications and recommendations for future research.

Keywords:

Employee performance (EP), Leader expectations (LE) Leader-member exchange (LMX), Training & Development (T&D), Organizational culture (OCL), and Organizational commitment (OC).

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List of Abbreviations

Abbreviation:	Terminology
AVE	Average variance extracted
CMV	Common method variance
EP	Employee performance
EQA	European quality award
HR	Human resource
HRD	Human resource development
HRM	Human resource management
IND	Individualism
JN	Job environment
LE	Leaders expectation
LMX	Leader-member exchange
LR	Leadership role
MEF	Managerial effectiveness
OC	Organizational commitment
OCL	Organizational culture
Org. Commit	Organizational commitment
PA	Performance appraisal
PLS	Partial least square
RBV	Resourced based view
ROI	Return on investment
SEM	Structural equation model

SHRD	Strategic human resource development
SPSS	Statistical Package for the social Science
T&D	Training and development
TK	Transfer of knowledge
TM	Training method
TNA	Training need assessment
TQM	Total quality management
TRL	Transformational leadership
TSL	Transactional leadership
VIF	Variance inflated Factor
WTO	World Trade Organization

Ch 1 : Introduction

1.1 Introduction

Employees are the most precious assets in any organization. In the present unpredictable economic situation, it is both professionals and academics who may have a deep interest in realising the role of leadership behaviour, the leader's expectation and in its potential to induce higher employee performance. All successful organizations employ plans and strategies intended to make their employees part of the organization through different approaches.¹ Performance of the employee is the primary concern in achieving the organization's objective. A higher level of performance can be achieved by prioritising their employees, such as leaders' support, leader behaviour, supportive and innovation culture, and on-time T&D. Employees show more commitment and remain longer as part of the organisation when they get more respect and care.²

The relationship between leader and their follower is based on the social exchange. The leader's role will improve the reciprocity and increase attachment. Years pass, but this reciprocity relation strengthens with time. What a leader and follower expect from each other in the context of behaviour may differ from expectations which in turn creates misunderstandings. Poorly handled organizations may resist from achieving their desired goals.³ In this competitive and unpredictable economic situation organisations are eager to keep their profit and survival in the current market. In this regard, professionals and academics have been curious to know which suitable leadership approach, supportive organisational culture and training & development can best enhance employee performance. Previous studies suggested that leadership role is most vital to reach their adjusted objectives.⁴

It is essential to know whether leaders have similar understanding of expectations from each other, followers should have clear idea of what their leader expect from them. In successful organizations, clearly communicated to employees what their tasks are, what their leader has an expectation from them, and what they are supposed to achieve.⁵

There is no uncertainty that organizations worldwide struggle to achieve competitive advantages in the market. To do so, organisations have to improve their human resource

¹ Ye et al., 2020a

² Voon et al., 2011

³ Stein & Min, 2019

⁴ Siddique et al., 2020

⁵ I. A. Shahzad et al., 2018

potential efficiently and effectively. Organizational leaders need to keep an eye on the current situation of the market needs realistically and uphold their human resources according to the current market needs. To achieve this objective the role of the leader is vital. Proactive leaders' behavior motivates employees to perform tasks energetically.⁶

It was revealed that the leader's high expectations enhance employee service performance when the leader plays their role in the organization actively and they in return reap valuable customers. However, leaders' high expectations from their followers plays a vital role in defining their role identity. Moreover, leaders who maintain high objectives and expectations from their employees and motivate their employee, get better level of productivity. This leader's acknowledgement and support will make them perform with high-quality service.⁷

Currently, researchers are exploring leadership development in which one essential phenomenon is a leader-member exchange (LMX). The LMX concept work is based on social reciprocity. The Leader-member exchange concept is how leader behave with their followers but leaders do not consider all followers the same. Generally, the leader-member exchange is divided into two main segments, high quality and low-quality exchange.⁸

Moreover, the leader-member exchange varies from follower to follower and how leaders interact with their followers. The high-quality leader-member exchange appears when there is a positive social exchange between leader and followers. A positive social exchange could be in the shape of good flow of communication, understandings and trust. Low-quality leader-member exchange occurs when there isn't a good flow of communication between leader and employee. The low leader-member exchange appears because of lack of trust, lack of communication and lack of interaction.⁹

Furthermore, research reveals that followers who practice high-quality leader-member exchange are more proactively involved in performing tasks. The high-quality leader-member exchange motivates the employee to participate in the decision-making process, generate more attachment with the workplace, face less

⁶ Potgieter & Mkomane, 2020

⁷ Galy Binyamin., 2020a

⁸ Kim et al., 2017

⁹ Fernandes et al., 2020

task-related issues, exhibit more loyal, responsible behavior, and take on more responsibility. Additionally, high-quality leader-member exchange motivates followers to go beyond the job specification, show more flexible and voluntary actions, produce a positive work attitude, and perform better.¹⁰

In the field of employee performance, researchers and practitioners agree that a strong relationship exists between organizational culture and employee performance. The significant positive effect has been observed between organizational culture and employee's inner motivation, such as work satisfaction, sense of being acknowledged, commitment and loyalty to the organization, which leads to better performance. Furthermore, innovative and supportive organizational culture plays a vital role in many aspects of employee performance. Corporate culture can be an excellent source to generate commitment from employees, thus lead to low turnover and high performance.¹¹

High employee performance is a critical focus of all organizations and one through which they can achieve their desired goals. The organisation does well to realise that the employee is the most vital asset to achieve its goals. Therefore, organizations take care of their employees to provide them with a sustainable environment where they can perform well. A better work environment has a positive influence on employees extra work, hard work, intention to do work, and higher work as it has been supported by previous research.¹²

Performance is the act to complete a particular assigned task to them as their responsibility. This study will observe the employee's performance in the context of these factors. Leader expectations (Pygmalion mechanism), leader-member exchange (LMX) organizational culture (OCL) and training and development (T&D) influence on employee performance.¹³

A lot of research has been carried out on the leadership role, a type of leadership in general. How leaders expectations taken into consideration in developing countries is not covered very extensively in literature. However, no literature contributes to the study of Pygmalion effect and LMX, and in general

¹⁰ Casimir et al., 2014

¹¹ Amos & Achim, 2007

¹² Jandaghi G. et al., 2009

¹³ Deng et al., 2020

organizational culture and training & development on employee performance with the mediation of organizational commitment on employee performance in developing countries. As far as my knowledge goes, this research study is the first-ever which investigates the Pygmalion effect and leader-member-exchange with current other considered variable in the context of employee performance in the service sector of Pakistan.

1.2 Background of the study

In this current age of globalization, organizations are facing intense rivalry with their fellow competitors. Advancement in technology has created a change in customers' expectations, created higher demands and better service quality. To handle the current market competition, organizations are striving to equip their employees to accomplish the highest level of service to survive in the market. This suffices to say that, such a struggle requires organizations to enhance their employee performance.¹⁴

In South-East Asia, business and management concepts arise in the public and private field quickly. In this emerging and fast-growing competition in south-east Asia, it is specifically the Pakistani banking industry which is in a critical moment. At the same time, multinational organisations have shifted the paradigm of services and products towards the south-east Asian market. China is a fast-growing economy which generates skyrocketing competition among business sectors in all surrounding countries. Pakistan is a neighbour to two large economic competitors, India and China, and this competition in the region has increased the business focus in Pakistan. Pakistan operates hand in hand with China in boosting its economy by providing them with the shortest path for oil delivery from Arab countries to China.¹⁵

All business sectors are in a struggle to survive the competitive climate. Profitable businesses are looking to their survival through the achievement of their objectives. These organizations are focusing on professional skills as an aim to accomplish the full potential of investment at every level. The efficient banking sector plays an essential role in the progress of any economy, as banks provide a life source to the economy of any country in the same way that the human body needs blood for functioning.

¹⁴ Evans & Lindsay, 1999

¹⁵ Imran A. S. et al., 2018

Due to their essential role, it is a priority to keep the banking sector stable and up to date, which is not possible without taking care of its employees. Pakistan is the sixth most populated country in the world. It has more than 200 million people with a growth rate of 1.98%. Pakistan has youth and labour force of 60.09 million people. Domestically, 86 per cent of the workforce is employed in four sectors, namely 43.61% in the agriculture sector, followed by services (14.41 %), trade (14.43 %), and manufacturing (13.54 %).¹⁶ The Pakistani banking industry can be categorized into two main segments, non-financial institutions and scheduled banks. The banking sector contains 34 schedule banks, including 21 local private banks, five public sector commercial banks, and four foreign banks.¹⁷

The China-Pakistan Economic Corridor (CPEC) has a substantial impact on the financial market, it has increased the amount of infrastructure development in the country. China-Pakistan mutual trade has very promising opportunities for foreign investors in the country. Many multinational organizations are launching their businesses in Pakistan which has increased financial transactions. For the competitive position in the financial sector, the employee role remains important.¹⁸

It is essential not to ignore the factual evidence on the growth of knowledge in every field of life especially in business corporate sector in the last decade. This advancement in knowledge has brought a change in this specific area, and it increases the overall level of service. This has increased the competition, which can only be met by having professional skills for smooth functioning of the organisation.¹⁹

As researchers argue that employees are the most vital resource, it is then essential to take care of employees as this is needed in order to achieve any of the organization's aims and goals as a means of sustaining effective performance. The aim is therefore to urge responsible individuals to ensure adequate leadership, training and development of employees, to make them socially and technically capable enough to hold management positions.²⁰

Leadership is a concept widely discussed and has immense importance in every field. This concept is chosen in this study because the leadership concept needs to be deeply

¹⁶ APEC, 2014-2015

¹⁷ Arshad Mahmood., 2020

¹⁸ Raymond Michaels., 2017

¹⁹ Dhamija et al., 2019a

²⁰ Sultana et al., 2012b

analysed from different aspects. There are many researches in developed parts of the world who describe the fruits of the social exchange between leader and follower. Effective leadership motivates employees, raises their morals, and has a positive influence on individual's performance.²¹ Leaders' succession always attempts to keep and develop high potential employees and provide the organization with complementary managerial talents.²² Conversely, ineffective leadership roles are seen to harm individuals and organizational performance.²³ Leadership and employee commitment are strongly interlinked with each other. Effective leadership generates a sense of dedication and reduce employee intention to leave organization and instead remain as a practical part of the organization.

Furthermore, employee's low attachment, poor commitment with the organisation can lead to low trust, uncertainty and increased stress levels, which will affect employee performance negatively.²⁴ Organizational commitment can also enhance creativity and innovation in routine task performance.²⁵ Organizational commitment is a decisive determinant of high employee performance which is highlighted various times in the past literature.²⁶

Similarly, a supportive organizational culture also enhances an individual's productivity on task. The employee perception of an innovative and supportive culture has a substantial impact on their performance.²⁷ Pettigrew argued that the human cognitive system which stimulates thinking and decision-making, was based upon organizational culture.²⁸

Keeping in mind that employees are a vital and intellectual asset of any organization, employees prove to be an essential source of gaining competitive advantage, and training is essential for building employee competencies.²⁹

Therefore, training and development need to be designed in a way that fulfils the current organizational need and enables the organization to achieve their objectives and goals.³⁰

²¹ Naser A. & Aboyassin, 2013

²² Tracy Taylor, 2004

²³ Goldman, 2006

²⁴ Panayiotis et al., 2011

²⁵ Carlos M. P. Sousa & Filipe Coelho, 2011

²⁶ Chung & Luo, 2013

²⁷ H. Aziziha et al., 2014

²⁸ Pettigrew, 1979

²⁹ Salman Saddam Jasim, 2020

³⁰ Kamoche, 2002

Training prepares employees with required skills to perform a task with perfection. Therefore, without having the needed knowledge and skills a team cannot achieve targets, and the manager cannot be a success in an organization.³¹

Banking is a service industry; the services provided by the organization are delivered through its employees and consumed by the clients. The employees stand for the service and portray to the customer the value and quality of the service.³²

Hence, every organisation should strive to enhance performance which is not possible without improvement in individual skills and capabilities. This research will consider these variables which directly relate to the individual performance. These are the Pygmalion effect, LMX, Organizational culture, training & development, organizational commitment in the context of employee performance and gender as a moderating variable between organizational commitment and employee performance.

1.3 Problem statement

Organisations' long term existence and growth is directly based on its superior performance and its performance depends on its competent resources; the most important one is their employee who are continually struggle to face competition. So, in other words improved organisational performance depends on the superior performance of its employees. This research has identified various essential factors of employee performance, and they have equally examined the performance of employees empirically and conceptually. What is considered very important, is the relationship between employees' job culture, their overall training plans and most significantly the behaviour of a leader tasked with leading the individuals to achieve their objectives.³³

The leading purpose of this research is to fill gap in the literature and to find out in-depth the reason for the inconsistencies among expectations of a leader and individual performance in a developing country. This research focuses on three major cities of Pakistan (Lahore, Islamabad, and Karachi) although various research has been conducted on the leadership role, there is the main shortcoming in literature where very little attention has been given to the power of high expectations on employee performance.³⁴

³¹ Gomez-Mejia, 2007

³² D. Cenzo et al., 2016

³³ Pujiono et al., 2020a

³⁴ Annabi & Lauzier, 2018

From a review of literature, it is noted that individual performance is directly related to the leadership role and behaviour, organisational culture,³⁵ training and development and market orientation.³⁶

Another issue arising from the previous research review, is that most of the research studies that have been carried out in the context of leadership, organisational culture and organisational commitment have been conducted in developed countries, or select countries in the Asia Pacific such as Japan and Singapore while developing countries are lacking in-depth research on these issues.

The mechanism of Leaders expectations in the context of the Pygmalion effect is not observed much overall in management studies. Specifically in emerging economies, this phenomenon is completely ignored. Currently, on this issue, there is not much literature available, nor any previous research done to observe this mechanism. This study will fill the research gap in this aspect for the first time in the service sector of Pakistan.

In this study organisational commitment is a mediation variable because commitment leads toward long term better performance. This study will analyse the mediation of commitment to the effect of leader's expectation and leader-member exchange on individual performance. The individuals who are considered to be more committed have the potential to show increased productivity in comparison with those who are less committed.³⁷ Pakistan is a male dominated society, and the result of this study will show the moderation of gender in proportion on individual performance. This research will show the gender moderation role between organizational commitment and employee performance.

In the target population of banks, some bank employees are performing their tasks with better output, but most employees are not participating in their assigned duties with full devotion. This phenomenon is not the exception in the context of Pakistani banks as the performance of the middle-level employee is reported below expectations. Some of the primary issues in Pakistani banks is that employees are overloaded with extra jobs, and employees are stressed, they cannot focus on their responsibilities and the leader's role is not suited to assist individuals.³⁸ The job culture is not supportive of performing tasks³⁹

³⁵ Ababneh, 2020

³⁶ Qing et al., 2020

³⁷ Valeau et al., 2021

³⁸ Qasim et al., 2020

³⁹ Eric & Alison, 2010

and training inefficiencies are also recorded.⁴⁰ These inefficiencies lead to low employee performance which makes the whole organisation comparatively unstable and less productive.

This research further highlights that a leader's behaviour in general is not supported by followers at the job place. Most employees complain that their managers are not encouraging employees in their job, which leads to low motivation and results in performance by employees being below expectation. In this research, leader behaviour will be analysed through the leader-member exchange (LMX). In this context, leaders and followers work based on the social exchange; if leaders behaviour is supporting, encouraging and motivational then in reciprocity, the followers will perform with their full potential.⁴¹

Previous studies report that employees are not able enough to perform their routine duties effectively, in which case the employee productivity in these banks was highlighted as a significant issue in overall banks inefficiency. One of the main aims of this study is to analyse the training and development effectiveness and its impact on employee performance. The three major cities Lahore, Islamabad and Karachi, are the central business regions in Pakistan. The bank's inefficiency can put the whole country's economy in trouble.⁴²

Banks play an essential role in the stability of any economic system. Hence, employees' training and development in the context of the latest technology is necessary for superior productivity of any organisation.⁴³ Therefore, this research will examine training development efficiency and focus on how much impact it has on the performance of individuals.

Understanding of how variables work depends primarily on the research theories and concepts of developed countries. At the same time, these adopted theories might be operational in the Pakistani context. These theories might not show deep and precise results of research as constructs show findings in developed countries. This can be attributed to the Pakistani people being different from those in developed countries in

⁴⁰ Nazrul et al., 2020

⁴¹ Ramiz & Awais, 2010

⁴² RIDA, 2015

⁴³ Yaw A. D. & George, 2006

many aspects of notable culture and infrastructure. This research will fill the literature gap by adopting this theoretical concept in a developing country.

1.4 Research questions

This comprehensive research study is focused on answering the following exploratory questions in the context of the research population.

Based on the above discussion, the following research questions are proposed:

- i. Does a leader's expectation have a positive relationship with employee performance?
- ii. Does Leader-member exchange (LMX) have a positive relationship with employee performance?
- iii. Does training & development have a positive relationship with employee performance?
- iv. Does organizational culture have a positive relationship with employee performance?
- v. Does organizational commitment mediate the relationship between leader expectation, Leader-member-exchange, T&D, Organizational culture, and employee performance?
- vi. Does gender moderate the relationship between organizational commitment and employee performance?

Therefore, to investigate the proposed research questions as highlighted above, this research will highlight the critical review of literature on the study topic. The detailed literature review will improve the understanding of the research concept as to how influential leaders' behaviour, T&D and Organizational culture leads to superior employee performance.

1.5 Research objectives

This research study is exploratory in the context of Pakistan's top ten banks. The main object of this research is to enrich the understanding of employee performance and fill in the current literature gap, particularly with the Pakistani banks. In the context of the above concept, the aims of this study are to critically analyse the influence of leader's expectations (Pygmalion effect), leader-member exchange (LMX), training & development (T&D), Organizational culture (OCL), and employee performance (EP)

directly and through the mediation role of organizational commitment. Thus, this research is focused explicitly with achieving the following research objectives.

1. To critically evaluate the relevant literature in order to gain a deeper understanding of Leaders expectation (Pygmalion effect), Leader-member exchange (LMX) organizational culture (OCL), T&D, influence on employee performance, and mediation role of organizational commitment.
2. To identify the key factors of leadership role, organizational culture, and T&D within the banking sector of Pakistan.
3. To assess the mediation role of organizational commitment between LE, LMX, OCL, T&D, and employee performance.
4. To provide recommendations to leaders and the HR department within the banking sector of Pakistan.
5. To propose practical suggestions, based on the research results to tackle T&D, leadership role and Organizational culture problems and challenges that exist in the top ten Pakistani banks.

It is expected that the results of this research will improve the leadership role, T&D, and organizational culture. It can be helpful to the organizations as well as the career development of its employees. In general, findings pave the way for the competitive performance of employees.

1.6 Significance of the study

The present study hopes to provide a significant theoretical and practical contribution to the field of employee performance. The first beneficiary of this research is the Pakistani Banking industry but other industries, would equally benefit. This research study attempts to contribute to past studies in the theoretical perspective.

Previous research highlights the benefit of social exchange in an organisation in many perspectives in developed countries. This research is unique by coming from these four main points.

1. Firstly, it going to investigate problems in a developing country. Secondly, it will explore, when employees have a perception of their leaders being much concerned about employee engagement and expecting much from their followers, and how employees perform tasks in relation to this. This research is based on well educated professionals who aspire to improve their careers.

2. Show leader-member exchange, leaders-expectation and how these have an influence on employees in the context of employees' high quality of work, extra work, intention to do work and hard work. Brown and Armstrong state that the alignment of your leaders' expectation and behaviour with employee values and needs is essential. In this context, this research will contribute to the literature to investigate the relationship between a leader's high expectation and employee performance.⁴⁴
3. Thirdly, this study analyses how a leader's expectation of their employees affects employee behaviour through the Pygmalion effect and social exchange process. The Pygmalion mechanism has received less attention in previous research. This research is unique in that it fills the gap by indicating how the Pygmalion effect could occur in a role perception process in the context of a developing nation.⁴⁵
4. Finally, as indicated by Karakowsky, studies on the Pygmalion concept might be overestimated because it is assumed that leaders' expectation is always converted into better employee performance.⁴⁶ This research deals with this concern directly by suggesting the Pygmalion effect on individual employee performance.

Organizational commitment is a mediating variable between predictor variables and observed variable, employee performance (like the high quality of work, extra work, intention to do work, hard work, higher performance, and higher effort). Hence, this research will contribute to the body of knowledge in this field. This is the first research with the combination of these variables to analyse employee performance in a developing country. Furthermore, this study has a lot of theoretical and practical significance and future research recommendations.

This is because when specific theories are proposed, they are supposed to be tested for their reliability, acceptability, and generalizability. The more theories are tested, the more refined, strengthened, and reliable they become; the more generally acceptable they become. In the context of managerial contribution, the beneficiary will be the banks, managers, business practitioners, State bank of Pakistan, and the Pakistani government. Further beneficiaries are the academics and students by way of enhancing their knowledge and understanding concerning the influence of leader's expectations, leader's

⁴⁴ Brown & Armstrong, 1999

⁴⁵ Whiteley et al., 2012

⁴⁶ Karakowsky et al., 2012a

behaviour, T&D, organizational culture and individual performance with the mediation of organizational commitment.

Additionally, the study will also help policymakers to develop new policies and know how to plan for their leaders' behaviour, T&D, and culture in the future. This study will also suggest recommendations for solving the problems of employees in the context of their performance.

1.7 Scope of the study

The scope of the study covers leaders' expectations in the context of the Pygmalion effect, leader-member exchange (LMX), T&D, organizational culture, and individual performance with mediation influence of organizational commitment. Individuals with a strong feeling of commitment are more motivated to perform job tasks, and their performance remains high as compared to less committed individuals.⁴⁷ The study looks at the performance of the individual employee as target respondents because employees are vital in any organization.

Pakistan is a dominantly patriarchal society, so in this research, gender is taken as a moderating variable to investigate the gender moderation role between organizational commitment and employee performance. The study covers only the top ten banks in the three biggest cities of Pakistan. The survey of employee performance in Pakistani banks is significant because the performance of employees has deteriorated due to the extra workload and unfriendly culture.

Furthermore, this study employs a quantitative research approach; research items were adapted from previous valid research. The total population in this study is composed of the top ten banks in Karachi, Islamabad, and Lahore. The respondents in this study are middle-level employees and this study based of well educated professionals who want to excel in their career.

Hence, Pakistan is selected because it is a developing country and is striving hard to keep up with other developing nations such as India, Bangladesh, and Sir Lanka.

⁴⁷ Song et al., 2009

1.8 Definitions of main concepts

The following are definitions of the key concepts in the present research.

1.8.1 Employee performance

Performance is work efficiency of specifically assigned duties that are carried out by an individual or by the group in an organisation. These are the activities performed by an individual which enable the organisation to achieve goals legally, by following the law, deal with moral and ethics. In this research, employee performance based on the high quality of work, extra work, intention to do work, hard work, higher performance, and more increased efforts.⁴⁸

Employee performance refers to the activities performed by an individual in an organizational setting to achieve the specific goals and objectives of the organization.⁴⁹ According to Campbell's performance theory, performance is an action or behavior of people that has an impact on the organizational objectives. Performance can be categorized into two main parts, positive or negative. The performance behavior can also be outside the prescribed responsibilities as part of the job.⁵⁰

1.8.2 Organizational commitment

Robbins defined organisational commitment as, a point where the employee gets involved with the goals and objectives of an organisation and considers their purpose as their own responsibility. This can either be as an individual or as maintaining the status as a group member.⁵¹ Furthermore, Luthans defines organizational commitment as an attitude; 1) A strong desire to continue as a member of a particular organization; 2) the will to exert more significant effort for the sake of the organization; 3) a sure belief in and acceptance of the value and goals of the organization. In other words, such an attitude reflects an employees' loyalty to their organization and is an ongoing process.⁵² In this study, organizational commitment is a mediator variable to examine the commitment mediation between LE, LMX, T&D, and organizational culture on employee performance.

⁴⁸ Jack H. S. et al., 2012

⁴⁹ Koopmans et al., 2013b

⁵⁰ Campbell, 1990

⁵¹ Robbins, 2006

⁵² Luthans, 2006

1.8.3 Leaders expectation

In this research leaders' expectations are investigated under the concept of the Pygmalion effect. The purpose is to analyse the power of Leader Expectation (LE) on the followers and to propose ways in which leaders expectations (LE) can be communicated to the followers and utilized to improve leadership practice.

The positive expectations enhance performance for the good, the Pygmalion mechanism is based on the self-fulfilling prophecy. In social science and management concepts, high expectations of leaders and their productive impact on individual performance have been realized from the Pygmalion mechanism.⁵³ The leaders' expectations are explained by the subordinate as "an expression of manager expectancy". The leaders' positive expectations from their followers can be communicated and ultimately translated into the followers' high standard of performance. Ideally, the Pygmalion mechanism in leader perspective starts with leaders positive and high expectations and then followed by effective communication to the followers, which leads to enhanced performance.⁵⁴

1.8.4 Leader-member exchange (LMX)

Over many years, the leader-member exchange (LMX) has been proved to be the most durable theory for describing supervisory behaviour and understanding its significance.

The purpose of the LMX theory is to explain the effects of leadership on an individual employee or as a whole team member. According to this theory, a leader generates the relations of trust and respect with some team members but not with the entire team. The concept works based on reciprocity between leader and follower. LMX theory claim that leaders do not treat each follower with the same approach.⁵⁵

LMX followers enjoy more resources and support from the leader; this favors leads the follower to generate innovative or creative performance.

In LMX leaders, a supportive and caring attitude contributes to creative idea generation by employees. High LMX employees are likely to gain more skills or knowledge from

⁵³ Carmeli, A., & Schaubroeck, J., 2017

⁵⁴ White & Locke, 2000b

⁵⁵ Lau & Liden, 2008

the leader and ask leaders to share problem-related conceptual expertise or technical expertise.⁵⁶

1.8.5 Training & development

Training and development are known as the process of making employees capable of fulfilling the task with greater efficiency, which is why T&D are considered a vital tool for better performance management. Through, T&D, employee high performance can be achieved by the improvement of employee's knowledge, abilities and skills.⁵⁷

Grönqvist says that training is a short-term learning process that uses systematic and organized procedures in which employees learn technical skills and knowledge in a limited time.⁵⁸

1.8.6 Organizational culture

The culture of an organization has different definitions in the literature. For example McKinnon (2003) says "a system of shared values" but mostly definitions are based on the combination of values, norms, beliefs, and a pattern of thinking.⁵⁹

Wallach (1983) defines organizational culture as the pattern of primary assumptions that a particular group have discovered, developed or invented in learning and that are acceptable and work well enough to be considered as valid, and therefore taught to new team members.⁶⁰ The organisational culture has shared values and meaning system that a particular group hold and these values differentiate one organisation from another.⁶¹

This research follows the organizational culture index developed by Wallach (1983). He describes a corporate culture in light of three dimensions, namely, bureaucratic organizational culture, innovative organizational culture, and supportive organizational culture.⁶²

⁵⁶ Mumford et al., 2002a

⁵⁷ Memon et al., 2016

⁵⁸ Grönqvist & Lindqvist, 2015

⁵⁹ Jill L. McKinnon et al., 2003

⁶⁰ Wallach, 1983b

⁶¹ *ibid.*

⁶² E. J. Wallach, 1983

1.9 The organization of the thesis

This research study plans to explain research concepts in five main chapters, each chapter explaining its title and context in details. The chapter names being Introduction, Bibliographic Review, Research Methodology, Data analysis and findings, Conclusion along with future recommendations. The following describes an overview of each chapter.

Chapter one: "Introduction" The First chapter gives a detailed and comprehensive introduction to the research. This chapter describes the background of the study in which problems related to the bank employees are discussed. It gives the statement of the problem, which addresses the gap in research, whether worldwide or locally in the country of Pakistan. The chapter then moves to state the objectives, and the research questions which the current study attempts to answer. Significance of the research is divided into 4 sections in this chapter. This section describes the theoretical significance and in which way the study is expected to add to the body of the knowledge on employee performance. The second section presents the practical significance in which this research is likely to add to the banking industry and also prescribes the practical recommendations in the scope of the research. In the third section, brief definitions of the main concept are explained in short. At the end of the first chapter, the complete structure of the Thesis presented, and finally, a summary of the chapter is given.

Chapter Two: "Bibliographic Review" The second chapter is designed to address the objective of the research. This chapter discusses the review of literature on all selected research variables which give the complete overview of past research on the current analysed variables. This chapter starts with introducing the observed variable of the study, namely employee performance where the constructs, definitions, foundations, and measurements are explained. The chapter proceeds with the mediating variable of the study, namely, organizational commitment. Thereafter, predictor variables are described in detail such as Leader expectations, leader-member exchange (LMX) training & development (T&D), and organizational culture in the context of their direct relationship with observed variables and through the mediation of organizational commitment. The moderating variable of gender is discussed and specific conclusive research is related to all variables which are presented in this chapter. Theories upon which the research is

grounded are discussed. After this theoretical framework the chapter concludes with the hypothesis development followed by the summary section.

Chapter Three: "Research Methodology". The purpose of this chapter is to describe the complete research methodology wherein its problems and limitations are found in this research. This chapter starts with the research philosophy overview, and different types of research approaches and rationale behind selection of appropriate research approach for this research, followed by the research strategy and design in this research.

Furthermore, this chapter describes the instrument and measurement that are adapted to measure each of the variables of this research. The measurement of these variables are adapted from well-established previous research. Moreover, this chapter explains the research procedure adopted to achieve research objectives. The procedure explains the researched population, with sampling techniques preceded by data collection method.

Further, this chapter discusses in detail the data analysis techniques along with ethical considerations that will be considered before, during and after the research.

Chapter Four: "Presentation of findings & Analysis". Later, this chapter presents the full scope of results of this research gathered from the respondents and analysed, interpreted and explained in the context of the research questions.

Chapter Five: "Discussion and conclusion". This chapter is most critical, and provides elaboration of each result which comes out of the research data analysis. This chapter combines all the aspects of this research and is about the linkage of theory with variables, concerning practical issues, and related to the research topic.

Furthermore, this chapter describes the whole concept of this research, based on current research results. Finally, practical, theoretical and methodological contributions are highlighted leading with current research limitations and future research recommendations.

Conclusion is presented at the end of the chapter.

1.10 Summary of the chapter

This chapter was constructed in a way that would respond to achieving the primary goal of the current research. Specifically, the chapter provided an introduction in which the construct of employee performance is given along with an overview about the factors influencing performance, leader expectation, leader-member exchange (LMX), training and development, organizational culture, and organizational commitment.

The chapter then presented the background of the study in which some issues related to the Pakistani banking sector are presented as well as the problem statement, which addressed the gaps in the literature, whether internationally or locally in the context of the country of Pakistan. The chapter then proceeds to describe the research objective and research question of this current research.

The significance of this research was then introduced and divided into the theoretical importance and practical relevance. The chapter concluded with some operational definitions of related terms that would give an idea about the concept of the critical variables.

The following chapter, Chapter 2, presents bibliographic review specifically on the variables of the study.

Ch 2 : Bibliographic Review

2.1 Introduction

This chapter introduces the review of previous literature on the key variables being investigated in this research. This literature review gives comprehensive knowledge on the current study, and also some of the essential concepts which will facilitate the research to contribute relevant information describing current problems under investigation. This chapter also provides background for the understanding and outworking of the conceptual framework and development of research hypotheses.

This chapter provides the comprehensive theoretical framework of the study and shows the research in diagrammatic form. The next section also discusses the adopted theories in this study in detail.

This study covers six variables: Employee performance (EP), organisational commitment (OC), leader's expectation (LE), Leader-members exchange (LMX), organizational culture (OCL), and Training & Development (T&D) as explained in detail in the problem statement. The research hypotheses are after the concluding explanation of each variable.

2.2 Employee performance

Employee performance is considered as everything employees do, or the way they perform in an organization or any kind of business set up that is likely to involve all work-related aspects either directly or indirectly related to employee's work. "Performance is the key multi-character factor intended to attain outcomes which have a major connection with planned objectives of the organization".⁶³

Employee performance is elaborated on as part of an individual contribution in the development of error fixed by an individual or group of people in an organization in performing specific tasks.⁶⁴ (As defined in chapter 1.8.1)

Employees working for an organization expect to receive a fair wage for their work along with an appreciation of their performance and output. Performance appreciation is considered as motivating factor for employees in order to perform assigned tasks. It also assists in providing assessment information regarding the quality of work, level of performance, promotions or bonuses and attitudes of employees at the workplace.⁶⁵

⁶³ Koopmans et al., 2013a

⁶⁴ Day et al., 2004

⁶⁵ Garg et al., 2017

Therefore, a high extent of objectivity should be assured while conducting performance feedback. Performance is a blend of individual's role or choice about an existing job assigned at the workplace and the attitude of employees toward the achievement of that job task.⁶⁶

The quantity and the quality of work achieved by an individual while performing their work duties and fulfilling their responsibilities are regarded as individual performance. Performance is assessed by possible outcomes regarding work standard, target goals and work criteria of a particular task with the actual results achieved by an employee.⁶⁷ These possible outcomes are predetermined and provided to employees as an agreement regarding a particular job. Performance is seen as the actions of employees for the accomplishment of an assigned task.⁶⁸

The combined efforts and shared performance of all employees in an organization are what drives its performance, and exceptionally outstanding performance by only select employees would not result in the organization's goal achievement. Therefore, employee performance in an organization is considered as a significantly energising element for organizational success and is dependent upon all the employees working for and in the organization. Leaders possess a substantial impact on almost all ranks of employees. So utilization of proactive leadership capabilities by these leaders can contribute to shaping the behaviours of employees to accomplish the desired high level of performance.⁶⁹ Employees' performance is dependent upon the actions of a leader because a leader projects their expectations from their subordinates, and employees make efforts to perform to meet these expectations.

A leader-member exchange plays an essential role in the enhancement of employee's performance through strong assistance, and its support is efficient. Development of leadership qualities can provide a strong base for the development of employee qualities in an organization as verified by the direct and indirect relationship among leadership and employee's performance.⁷⁰ One of the pillars of employees' performance is commitment. Employees not complying with the rules and regulations of the organization and not giving any importance to their long term association with the organization, or aspiration

⁶⁶ Waldman, 1994

⁶⁷ Mangkunegara, 2001

⁶⁸ Cascio, 1995

⁶⁹ Jinyun D. et al., 2016c

⁷⁰ M. suleman S. et al., 2012

to be a part of the organization, will not participate in the organisation's goal achievement and will not be involved in maintaining the success of an organization that is already accomplished.⁷¹

Thus, a low level of commitment by employees will result in discontent employee's performance. The literature review promotes a positive relationship between individuals' organisational commitment and employee performance in an organization. Four main elements constitute this organizational commitment which forces the accomplishment of organizational objectives, they are normative, affective, prospective and continuance.⁷² Research states that organizational success is achieved by the employees who become part of the organization through their commitment to progress, and by following the rules laid out for them.⁷³

From the previous research work, the indicators of performance are stated as high quality of work, extra work, and intention to do the job, higher level of performance, hard work, and more increased efforts. To make progress in an organization, and to thrive for success, employees would need encouragement of their contribution, have a passion for work and organisational support, and even in the presence of declining motivation due to low-level fulfilment of employee's needs.⁷⁴

Employees would require positive behaviour of leaders to be motivated for organizational goal, as well as better training and development by the organization and a supportive organizational culture. The concept is to align with the social exchange theory that demonstrates the give and take concept.⁷⁵ Previous studies evidence the positive impacts of supportive organizational culture and T&D when provided by the organization, on both individual performance and organizational commitment.⁷⁶ The significant positive effect of organisational culture on an individual's performance and their commitment to the organization are proved by empirical evidence from previous researches.⁷⁷ Literature suggests a mutual need fulfilment and from the employee's reciprocity, performance gets

⁷¹ Khan et al., 2010a

⁷² Burton et al., 2002

⁷³ Kanfer et al., 2010

⁷⁴ Dhamija et al., 2019b

⁷⁵ Moon, 2000

⁷⁶ Guritno, 2005

⁷⁷ Agustina R. et al., 2016

better with the increased fulfilment of their needs at work, as well as in all aspects, such as personal, physical, social and family needs.⁷⁸

An organization should ensure the building up of a system of training and constant learning to utilize knowledge to gain a competitive advantage in the market. Training is considered one of the prominent dynamic element of strategy designed for managing the performance of human resources in an organization because it enables employees with an excellent level of efficiency in performing their responsibilities, job and tasks assigned to them. The training of employees and well skilled human resources is highlighted as one of the methods of acquiring targets and obtaining competitive gains for an organization, through employee's performance.⁷⁹

Several pieces of research have signified the importance employee performance accelerated through training carried out by enhancing learning mechanism. Training that leads an organization towards improving the organizational commitment of employees and instant improvement in the performance of employees towards organisational goal achievement, consists of enhancing skills and abilities of the workforce and enhancing their knowledge and learning regarding various tasks they are performing. Hence, training serves as a source of employee performance.⁸⁰

Most of the organizations are highly focused on their client satisfaction and ignore the significance of the fulfilment of their employees. Even though the satisfied employees tend to work with great effort and will result in customer satisfaction, therefore, customer satisfaction can't be achieved without employees' good performance and satisfaction.⁸¹

The exchange of effective leader behaviour, productively supportive organizational culture and T&D all influence the productivity, motivation and morale of employees at a workplace. Motivated employees put in a higher level of effort to perform better and hence this influences employee performance.⁸²

⁷⁸ Ojo, 2009

⁷⁹ Leonard Barton, 1992

⁸⁰ Guest, 1997

⁸¹ Huanxing Yung, 2008

⁸² Bilal et al., 2012

2.3 Organizational Commitment

Baron & Kenny (1986) suggested in their study that a variable function can impact the study's dependent variables with its role as a mediator. The relationship between variables is explained through direct effect and through the mediating role of commitment.⁸³ The study further elaborates the relationship between leader-member exchange (LMX), training and development (T&D), leader's expectation (Pygmalion effect), and the impact of organizational culture on employee's performance through the mediation of organisational commitment. (Org. commitment as defined in chapter 1.8.2)

Previous research highlights that over the last few years, organizational commitment has become an important research topic and has received a researcher's degree of attention. The phenomenon was identified with the creation of several frameworks and definitions. These definitions and frameworks have a general feature; that commitment directs behaviour with its potential of stabilizing.⁸⁴ The actions required in the commitment can further develop by an emotional connection among individuals and between various groups, including teams and organizations. Keeping in view this established relationship, the current focus of commitment is on the groups and individuals to which an employee feels an attachment.⁸⁵

An employee should be capable of recognizing them within an organization. Along with that, individual employee's goals should correspond with the organizational goals.⁸⁶

Hence, the organizational commitment is defined as "an individual feeling about the organization as its own". The description provides evidence that loyalty is about the psychology of employees bonding with an organization and the relationship between employee and organization.⁸⁷ The goal and objectives of the organization need to be aligned with the value, belief and goals of employee themselves. Goals and values of employees and individuals working in an organization should comply with the organization's goals and values. In a study by Joo & Lim, 2009, higher organization

⁸³ Baron & Kenny, 1986a

⁸⁴ Meyer, J.P., & Herscovitch, L., 2001

⁸⁵ Strauss et al., 2009b

⁸⁶ Joo, B., & Lim, T., 2009a

⁸⁷ Meyer & Herscovitch, 2001

commitment observed among employee and organizations where employees' values match with those of organization.⁸⁸

Organisational commitment is the value of high attachment and seniorities job orientation for any organisation. Employee work with all their potential to support their organisation to achieve objectives.⁸⁹ Organizational commitment is defined as the degree to which individuals and employees identify themselves with an organization and the extent to which they feel related to its goals and strive to keep a relationship for an extended period as a member. Organizational commitment is observed as individuals prioritizing organizations and the work performed within an organization, along with organizations' consideration of their value orientation. Organizational commitment allows employees to put in their full efforts, including skills and knowledge, to help organizations reach their goals and attain their objectives.⁹⁰

The relative forte of an employee alongside a business corporation, including employee participation in that particular corporation, is called organizational commitment. Three psychological dynamics categorize the organization's commitment. Namely: (1) Having trust in an organization and fully approving its goals and values. (2) Having a strong aspiration to endure as a member of a particular organization, and (3) the yearning to submit in particular.⁹¹

In the research literature, organizational commitment is categorized into three types. Firstly affective commitment, the kind of commitment where individuals desire to keep an attachment with the organization, or have a personal emotional affection and sense of participation in an organization and identify with the organization. Secondly, continual commitment explicitly centered on employees' attentions regarding the opportunity cost for them leaving their present position and what they have to forgo, which builds up their commitment to the organization. In this type of commitment, employees prioritize settlement for an organization goal instead of focusing on their interests. Thirdly, normative commitment, which is named so for the individual's opinions about the organization's accountability and responsibilities. Here the employees remain committed

⁸⁸ *ibid.*

⁸⁹ Robbins & Judge, 2001

⁹⁰ Porter & Steers RM., 1973

⁹¹ Allen, N. J, & Meyer J. P.:, 1990

to an organization as they feel indebted to be committed and devoted to a particular organization for the sake of organizational loyalty.

Organizational commitment is observed as a precursor to proactivity due to employees' behaviour of being more proactive when their sense of commitment towards the organization is activated. Creative output and impulsive actions of individuals working in teams are examples of proactivity due to individuals' commitment to a team.⁹² Strauss et al., (2009) found that affective commitment can benefit the organization as it directs employee's attachment towards an organization. The study further found a strong association of organizational commitment with the proactivity of organizational members.⁹³ As employees' commitment to a specific organization can lead their proactive behaviour and contribution to that organizations' success, there is a significant rise in the importance of aggressive behaviour inside organizations. However, few research studies are exploring the impact of organizational commitment on individuals' proactivity in teams.⁹⁴

The research conducted by Sudhakar et al. (2011) states that for an organization to react as per environmental variation, individual proactivity becomes essential, thereby the significance of the study of organizational commitment and proactivity has been increased. Few research pieces of evidence are found to include the individual proactivity and corporate learning environment.⁹⁵ In their research, Jim and Loo (2009) found that employees are likely to feel a strong sense of commitment in an organization with continuous learning opportunities and provide evidence of the association of organizational commitment with organizational learning.⁹⁶

However, the study lacks research on how organizational learning and supportive culture impact employee performance in an organization. This research will fill the literature gap by significant contribution to employee commitment. The study of employee proactivity phenomena will provide managers with practical implications of stimulating employee proactivity on organizational commitment and finding corporate learning culture on employee proactivity.⁹⁷ Thus, the managers can further imply this phenomenon for

⁹² Strauss et al., 2009a

⁹³ *ibid.*

⁹⁴ Sudhakar et al., 2011

⁹⁵ *ibid.*

⁹⁶ Joo, B., & Lim, T., 2009b

⁹⁷ *ibid.*

sustained competitive advantage and organizational success through stimulated organizational commitment.

2.4 Leaders expectation (Pygmalion effect)

In fostering organizational innovation, leadership is considered a dominant factor.⁹⁸ Leaders play a role in the whole organization, not only in directing employees to look out for new opportunities but also to help employees achieve organizational benefit through new product development. This development and struggle for opportunities as well as stimulation of innovation, and proactive abilities in individuals are encouraged by an organization's leaders.⁹⁹ (As defined in chapter 1.8.3)

Leaders stimulate and encourage individuals to stand up for their collective gains in the contest against the status quo's self-gains. Similarly, organizational leaders motivate and trigger their colleagues, peers, and subordinates to participate in above and beyond entrepreneurial behaviour, creative performance and other flexible behaviour.¹⁰⁰ Leaders in an organization should provide employees with, inner strength, and self-confidence to nourish individuals' innovativeness, encourage risk-taking behaviour, and promote pro-activate employees.¹⁰¹

Most significant organizational achievements are not thoroughly based on an overall strategy created and implemented by the organization, still, they require intellectual employees working under the guideline of executive leaders. Similarly creativity and innovation in the organization are based on effective leadership for corporate employees. Employees' skills, potential, abilities, leadership and creative work environment are based on innovative, novel, and creative job ideas.¹⁰² Amongst the various determinants for task achievements through product innovation and development, new processes are currently in lead as well as innovative ways to carry out business operations in goal-orientated organizations. The immediate leader can analyse the situation, evaluate employee performance, and provide essential resources for these teams' specific job performance, which is considered vital. Leader's high and rational expectations play an important role in realising the leader's effectiveness in the context of the follower's performance.

⁹⁸ Ashkan Khalili, 2016

⁹⁹ M. Reuvers et al., 2008

¹⁰⁰ Galy Binyamin., 2020b

¹⁰¹ B. Afsar et al., 2016

¹⁰² Teresa M. A. et al., 1996

Researchers, practitioners and academics believe for an extended period that a leader whose expectations are high in return get a high response.¹⁰³

The leader's high expectation role has been proven in past research to be significant. Scholarly assumed a high-level performance by the leader, who expect more. However, this assumption is considered general awareness. There are limited studies exploring this assumption to empirically determine how expectations of leaders affect operations and how these expectations can be utilized to enhance the organization's overall profitability through its implications. However, in comparison to these assumptions, the postulation of the Pygmalion mechanism has been centred on determining productivity level achievement in organizations and inspiring the effort of individuals in job performance by various theorists.¹⁰⁴

Although the positive association among motivations and expectations has been backed up in various studies by several scholars, this association's implication of raising work motivation through consideration these research studies has not recommended workers' expectations at the workplace. The leaders' expectations from subordinates have been ignored in these research studies.¹⁰⁵

The understanding of effective leadership and enhancement of its motivational power is resultant of the Pygmalion model, which focuses on expectations of managers and subordinates and interlinks these concepts to evaluate effective leadership. The leader expectation effect on follower performance is based on the self-fulfilling prophecy. In 1948 Merton gave us the concept of self-fulfilling prophecy, which has been in practice since. The self-fulfilling prophecy (SFP) is the process through which high expectation that an event occur will improve its likelihood of occurrence.¹⁰⁶

SFP is a process of increasing the probability of an event when the expectation of occurrence of that event is high. It shows that the leader expectation effect is one of the exceptional cases. We behave to favour a particular event to happen when we expect that to happen. In this context, the prophecy does not fulfil itself, but it is the prophecy maker who, due to his high expectations, performs willingly to bring about the anticipated event.

¹⁰³ Likert, 1961

¹⁰⁴ Likert, 1967

¹⁰⁵ *ibid.*

¹⁰⁶ Robert K. Merton, 1948

This makes it appear to be self-fulfilling. In the practice of all human interactions, the self-fulfilling prophecy is observed to be ubiquitous.¹⁰⁷

2.4.1 Pygmalion mechanism

The term 'Pygmalion' was applied to this phenomenon by Rosenthal and Jacobson (1968), based on the Greek myth in which Pygmalion created and fell in love with Galatea's sculpture. Pygmalion's expectations were realized when Galatea came to life and became his lover.¹⁰⁸

Although the phenomena of self-fulfilling prophecy might have existed forever, it has recently gained much attention with its application in studies. The Pygmalion effect, being a particular case self-fulfilling prophecy, includes the behaviour or actions of people or groups of people according to the expectations of others.¹⁰⁹ The internal realization of expectations from them pushes them to act in specific ways or might influence their actions. The concept can be exemplified based on the raising expectations of a manager from a group of employees recently hired. These employees are considered to perform better than other employees, from whom there is no change in expectations. The leadership style of the manager, based on their expectation, is one of the possible motivator for better performance for these employees.¹¹⁰

There are other effects, including the Golem effect and the Galatea effect, along with the Pygmalion effect that explain these concepts. The employee's higher level of performance raised due to the expectations of subordinates about themselves, even in the absence of any change of expectations from managers, is known as the Galatea effect. The Galatea effect may serve as a piece of the Pygmalion effect, as the relationship of improved performance by subordinates and leaders' expectations is likely to be mediated by this Galatea effect.¹¹¹ This investigation shows that it occurs when leaders have low expectations from subordinates or if subordinates realise these low expectations, so, the Pygmalion effect in the opposite direction is the essence of the Golem effect. The Galatea effect is a part of the Pygmalion effect, and the Golem effect being a negative of the

¹⁰⁷ Jones, 1977

¹⁰⁸ Rosenthal R, 1968

¹⁰⁹ McNatt, D. B., & Judge, T. A., 2004

¹¹⁰ Eden, 1992a

¹¹¹ Natanovich & Eden, 2008

Pygmalion effect. Thus, fundamentally in all three varying ideas or facets of the Pygmalion effect, the same concept is worked out regarding the expectation effect.¹¹²

2.4.2 Inner working of the Pygmalion process

The evaluation of inner working and impacts of the Pygmalion process is significant.¹¹³ Leaders should be well aware of the effects of their expectations on their subordinates, because these expectations affect employees' works, Goddard (1985).¹¹⁴ The current model suggests the Galatea effect as one of the fundamentals of the Pygmalion process. So, supervisors and managers came up with better leadership styles and behaviours for subordinates; with the aim of having high-performance outcomes. The employee, in return, performs better due to high expectations and the exceptional leadership treatment they are receiving.¹¹⁵ Therefore, as most of the performance improvements are driven by the leader's high expectations, it is thus considered a significantly substantial variable in the process of the Pygmalion effect. The Pygmalion mechanism articulates the idea of subordinates' high performance based on high expectations and a high level of motivation to perform well and devote themselves to achieving better outcomes.¹¹⁶

After taking notice of employees' high performance, the two senses of the cyclical process of the Pygmalion effect can be observed. This cyclic purpose starts with a subordinate's high performance by the strengthening of high self-expectations. The Pygmalion effect gives rise to motivation and high-performance outcomes. Moreover, the capabilities of employees with additional high-performance capacity concerns the expectations of supervisors at this point. Based on the performance, the leaders are likely to maintain high expectations from these subordinates who have shown increased performance, and the cycle of the Pygmalion effect stays in motion. The leaders then keep his expectations high from their followers, and the Pygmalion mechanism continues based on the model.¹¹⁷

2.4.3 The Pygmalion effect as a management concept.

From the theoretical approaches and studies of the Pygmalion effect, the implications of the concept have been argued to be studied and discussed in management by Livingston

¹¹² Sutton & Woodman, 1989

¹¹³ Eden D., 1990a

¹¹⁴ Goddard R. W., 1985

¹¹⁵ Eden D., 1990b

¹¹⁶ Vroom VH., 1995

¹¹⁷ Jinyun D. et al., 2016a

(1969). He stated that individual careers and creative performance are based highly on the expectations of their supervisor and leadership behaviour of the supervisor. Livingston argues that what a leader expects from their follower and how they care for and treat them mostly determine their innovative performance. The concept of creation and transmission of expectations has also been realized by Livingston, leading the assumption that subordinated fulfilment of the expectations created by a leader enhances performance and that the best way is for the leader to construct high-performance expectations. One of the determinants of Pygmalion roles is the leaders' confidence in their capability to lead subordinates towards better and creative performance.¹¹⁸

Leaders' abilities to make selections of their subordinates, then train them and motivate them, is one of the pillars of their high expectations of them. Leaders' beliefs about their abilities and capabilities shape their expectations and leadership style towards subordinates. The leaders with a high level of confidence in their abilities to develop and motivate their employees will likely have a high creative performance from their employees and be confident about fulfilling these expectations. Whereas the low level of certainty by managers in their abilities, will cause a decline in the confidence level, and subordinates' expectations will be lacking in return.

Pygmalion's concept is a topic of great attention in business schools and now can be practically implemented in organizations. This concept's logic is that high expectations will lead towards high creative performance and a low level of creative performance will be observed a low level of expectations. In essence what we expect; that's what we get eventually. The manager's expectations and behaviour towards their employees will be affected by their expectations and assumptions of employees.¹¹⁹

The reasons for the low level of expectations by ineffective leaders from their subordinates are as follows:

- Theory X – The expectations of Leaders are low, based on their belief that people have no ambition or have a low level of motivation in themselves.
- Leaders resist any challenging goal setting for their employees, as they also want to be liked by their followers as friends.

¹¹⁸ Livingston, 1969

¹¹⁹ S. Chirayath. et al., 2009

- Leaders fear the failure of achievement if the goals are set to be high.
- Leaders avoid high goals because they believe that employees are already overworked or have extensive work burden over them.

On the other hand, the goals set by effective leaders may seem to be demanding and unrealistic or as being “stretch goals.” The high level of confidence by managers in their employees can forecast their subordinates' performance outcomes with accuracy and precision based on their expectations and confidence. Similarly, employees can also make precise judgments about their supervisors, peers, or leaders' behaviours and actions.¹²⁰

One of the most suited examples of how the Pygmalion effect works is the performance review a performance reviews also predict future performance along with providing information about the past performance.

Employees can sense acceptance and appreciation even in a small non-verbal communication gesture. So, not only words but behaviours in the workplace also matter. The concept validates that managers' workplace behaviour includes praise and feedback regarding employee's performance; Criticism plays a significant role in the career and performance success or failure of an employee.¹²¹ It shows that team performance in an organization is more dependent on the managers rather than on the individuals working in a team. The Pygmalion Effect is, therefore, a significant concept to be implemented, and its implications are massive for managers and leaders.¹²²

Consequently, one should expect the best to happen as the performance outcomes are more or less what I expected. Thus, in creating and maintaining an organizational level of the Pygmalion effect, the role of positive expectations is concluded to be vital. In 2007 Sharma argue that there are four types through which leaders can communicate their expectation to the followers and enhance the success of subordinates.¹²³

Climate - Where the focus is the development of employees who can perform well, assisted with a well-supported working environment.

¹²⁰ Susan Chirayath. et al., 2009

¹²¹ *ibid.*

¹²² *ibid.*

¹²³ Sharma, 2007a

Input – Providing opportunities to employees whom leaders have a high level of performance expectation in order to showcase extraordinary performances through challenging tasks and goals.

Output high level of attention and more freedom of expression and opinion is given to high-expectation employees

Feedback - Praising employees to whom leaders have high expectations and depicting positive and encouraging behaviour towards them.

In terms of feedback or appreciation given employees, the manager's role is crucial in shaping the career (success or failure) of employees.¹²⁴

Followers are considered active agents of the leader by Pygmalion theory, who will choose to accept the expectations of leaders and internalize these expectations rather than acting as passive followers.¹²⁵ The perception of followers towards their leaders, including attitude or faith in their leaders, is the determining factor.

The followers internalize the expectations made of them by leaders, as White and Locke stated that, the Pygmalion effect does not only occur because of leader's behaviour but rather to an interaction between follower and leader.

Followers are likely to incorporate the values, beliefs, and other characteristics of transformational leaders based on their leaders' expectations, considering them as their role models.¹²⁶ So, leaders' interpersonal qualities will impact a follower's explanation of a leader's expectations and internalization. These actions will determine the success of the Pygmalion effect in an organization.¹²⁷

Conclusively, the Pygmalion's effect on employee's creative performance is reassured due to the strengthening of personal identification of followers in the presence of effective leadership, and it enriches the connotation between leaders' expectation communication and followers' understanding. Setting up expectations by leadership communication can evoke the process of the Pygmalion effect. It will result in the endorsement of employees' creative deeds.¹²⁸

¹²⁴ *ibid.*

¹²⁵ Karakowsky et al., 2012b

¹²⁶ White & Locke, 2000c

¹²⁷ Kark et al., 2003

¹²⁸ Liu et al., 2010

2.5 Leader member exchange (LMX)

LMX is based on the theory of Human's Social Exchange that points out the focus of the individual in an exchange process that is the maximization of gains and minimization of the cost of these gains. Leader-member exchange (LMX) relates to the pattern of employee's behaviour and the significance of a leaders' role in the construction of these behaviours, attitude and performance.¹²⁹ If the group members or subordinates can get access to the support and guidance of their leader regarding their job roles, then evaluations of job performance and high job opportunities are referred as "in-group" or high-quality exchange relationships.¹³⁰ (As defined in chapter 1.8.4)

The argument of LMX theory is that the leaders are only able to develop high quality relations among a small group of members of the organization, due to time pressure. The group formulation of these individuals is observed as they can get the reader's attention, since some special privileges are entrusted in that group.¹³¹ The theory of LMX suggests while making interactions and relationships with their followers, leaders make divisions of "in" and "out". A leader observes LMX induction by the imposing of punishments with those whom they don't want to have a close relationship with, while others with closer relationships get rewarded.¹³² That relationship for sure, requires investment by both leaders and followers and develops with time. The grounds of categorisation of followers in the two prominent groups, of "in" or "out" are carried out the leader and not obvious. Still, the similarity of demographics, personal traits, high competence and attitudes of subordinates with that of their leader is observed to be the members of group.¹³³

Higher LMX or close relationship are also observed among followers of the same gender as that of their leaders. Evidence from implications of LMX theory observed that leaders make a distinction among their followers of those with high rating performance. Engaging in behaviours of "citizenship" or other assistance acts at the workplace is categorized in group and provides their supervisors with a high level of satisfaction. So, the distinctions made by leaders are not that random, and even though leaders are the decider of an individual's category, the characteristics of a follower provide a base for these

¹²⁹ GC Homans, 1974

¹³⁰ Thomas & Lankau, 2009

¹³¹ Liden, Wayne, and Stilwell, 2003

¹³² S. J. Wayne et al., 2002

¹³³ D. Duchon et al., 1986

categorizations.¹³⁴ The commitment of followers towards organizations is high with the leader's values embodied in the organizational identity and values in the prevalence of a strong leader-member exchange relationship. Supervisors provide support, rewards and a high level of trust to their employees in the presence of high quality of LMX association among them.¹³⁵

Perceived control is predicted to be positively related to the LMX; the prediction is made on the bases of research. Findings show a high level of involvement by in-group members as compared to out-group members in a decision taken by their supervisor when they have a strong relationship. Therefore, employee performance and LMX have a positive relationship with each other.¹³⁶ Research in previous studies regarding the well-being of employees at the workplace, advocated high motivational level of employees who have a high level of LMX (in-group) and these employees are found to be less stressed.¹³⁷

The answer to the question of how a higher quality exchange has significant impact on employees is that the employees who are considered as members of the in-group and have feelings of being valued and being accepted.¹³⁸ These employees feel motivated and have high level of self-efficiency in their work life. Additionally, the LMX theory states the provision of helpful work resources by leaders usually goes to their "in-group" employee.¹³⁹

All these factors highlighted in the previous studies show the significance of high-quality LMX relationship exchange between supervisors and employees.

2.5.1 LMX – higher quality performance

Employees require assistance and support from their supervisor to foster intention to do work and innovation and human well-being is built upon these constituents. Based upon this, the LMX research studies propose the impact of LMX on various work-relevant attitudes and behaviours including quality of work, and entrepreneurial behaviour. Employees adore and benefit from the extra resources and high level of support from their

¹³⁴ R. Vecchio. & D. M. Brazil, 2007

¹³⁵ Graen & Scandura, 1987

¹³⁶ Gerstner & Day, 1997b

¹³⁷ Van D. et al., 2004

¹³⁸ Graen & Uhl-Bien, 1995

¹³⁹ Liden et al., 1997b

leaders in the presence of high LMX. Therefore, a three-stage progression is presented for higher performance, additional work and creative behaviour.¹⁴⁰

(1) Idea generation (2) Idea preparation (3) Idea realization

The identification and recognition of a problem and then creating a solution either adapted from a previous such solution or an original one by the employee, is the first stage of quality of work. Where in the second stage, the ways of promotion for the generated ideas and solutions are paved out by the employees. Through the final stage, an employee creates models for creativity and then apply these models to the individuals work task and eventually to the whole organization to realize the solution and idea created in the first stage.¹⁴¹

The leaders' creation of work support and creative environment shapes confident behaviours, so it is essential to make a significant consideration regarding leaders and employee relationships to determine the behaviours and attitudes of employees. A strong sense of trust is developed in the presence of durable interfaces (high-quality LMX) among leaders and employees as well as with pro-activeness, uncertainty and innovations. LMX motivates individual to make them feel secure and minimize the fear of other job enlargement roles. In the presence of high quality LMX, employees are certain of their leader's support in the case of failure and a reward in the case of success.¹⁴²

Furthermore, employees get the assistance of high-level expertise in terms of technical work and other useful information and knowledge from their leaders, as they are in close relations with leaders in the presence of high LMX. Employee's cognitive process is stimulated as a result of this knowledge and experience exchange from their leader and will probably contribute to the ideas generated through being inspired to be active. High LMX is likely to provide the circumstances to embellish better performance including a more supportive environment and a high level of empowerment and authority to employees.¹⁴³

The various arguments presented in previous research provides a strong base for using LMX in the current study. The only evidence is about useful idea generation that comes from the various leadership styles, including tradition and transformational leadership.

¹⁴⁰ Scott & Bruce, 1994

¹⁴¹ Carmeli et al., 2006

¹⁴² Mumford et al., 2002b

¹⁴³ Sparrowe & Liden, 2005

However, they might have failed to provide a sufficient atmosphere for the realization of this idea. On the other hand, LMX provides resources and social assistance to make progression and realization of behaviour as it is based on quality relationships.¹⁴⁴

Furthermore, the second consideration for this study is based on the fact that the employee needs to spend more time to be creative and make innovative thinking processes, and that's why better quality performance is regarded as an extra-role behaviour as stated above. So the employees who participate in extra-role behaviour crucially need to have positive relations with the supervisor and leader to spend extra time creatively.¹⁴⁵

Thirdly employees will only indulge in the risk task when they feel secure about their jobs since being proactive and innovative can be risky for employees. Having a good relationship with the leader, will secure employees with due credit of their ideas, even if the ideas have proven to be a success, or rather not. The high-quality relationship provides employees with a sense of protection by their supervisors in case of failure of an idea.¹⁴⁶

The fourth consideration is the effect on group members of an individual with higher LMX in acceptance of their creative ideas and other significant positions including managers, strategic leaders, supervisors and managers of the organization. An individual with high LMX is likely to get acceptance and support and collective efforts in the realization of these ideas and finally implementation of them by organizations.¹⁴⁷ The social exchange theory states that employees with good relations and supportive behaviour from their leader would be benefited by the perception of observers by putting a strain on cognitive balance and as reciprocity takes effect, there will be will be positive performance from employees. This results in the positive reputation and increased credibility of the individuals among their group members. Members with high-quality LMX have access to in-depth information sources, and additional resources as compared with the members of the out-group, which have a relatively low LMX and therefore, high-quality LMX assures a relatively strong influence and amount of power and makes a contribution towards higher confidence levels, and proactive behaviour by an individual by cultivation of high performance in employees.¹⁴⁸

¹⁴⁴ Lau, D. C., & Liden, R. C., 2008

¹⁴⁵ Liden, R. C., & Maslyn, J. M., 1998

¹⁴⁶ Erdogan, B., & Bauer, T. N., 2014

¹⁴⁷ *ibid.*

¹⁴⁸ Perry-Smith, 2006

According to the previous research, LMX has proven to have a positive impact on innovation. This relationship is also based on the fact the individuals involved in different- role behaviours are responding to the roles of their leader, and the phenomena is based on social exchange theory. General reciprocity of leaders' behaviour is observed, those of which have good relations with their subordinates. Therefore, dependents of leaders reciprocate their positive behaviours, which provide organizations with high-quality benefits, such as entrepreneurial behaviour.¹⁴⁹

It is suggested that reducing distances between a leader and their subordinate's, results in quality interpersonal relationships and in the understanding of expectations and employee's needs by their supervisor. These quality relations provide employees with better resources, direct feedback and support from their leader to act more creatively and proactively. Additionally, subordinates will perform better in the presence of high quality of relations with their leader due to having a high level of organizational self-esteem resulting from these relations.¹⁵⁰

Recent studies evidence that a Leader-member relationship can cultivate proactive behaviours of employees. As previously stated these behaviours are a vibrant component of high performance, so the provision of security to subordinates through high LMX and based on this behaviour, an employee can get involved in hard work, better intention to perform a task, and high-quality performance.¹⁵¹

2.5.2 LMX – extra work and hard work.

Well-being is a mixed concept and is characterised as the satisfaction of domain, with both pleasant and unpleasant life scenario, as found in previous studies.¹⁵² This focused on the workplace relationship, based on a specific domain of well-being with perception of the ties of LMX and of fairness in feedback. Fairness in “job-specific” terms is defined as the “people's feelings about themselves in relation to their job”. Here the concept of on job-related concern is postulated in three dimensions: anxiety, comfort - displeasure – pleasure, and depression – enthusiasm.¹⁵³ Moreover, due to the relation of low performance as observed within the workplace environment in previous research, the

¹⁴⁹ Phillips, A. S., & Bedeian, A. G., 1994

¹⁵⁰ Wilson et al., 2010

¹⁵¹ *ibid.*

¹⁵² Diener et al., 1999

¹⁵³ Warr, 1999

current study has assessed intentions of better understanding as a behavioural gauge for the quality of work. In the present study, the leader-member exchange is inspected with regards to the perception of honest feedback by followers, where the final result would be higher effort and extra work.¹⁵⁴ Some important indicators of employee contentment at the workplace, including job satisfaction of employees with low level turnover intentions, are observed to be positively related to LMX.¹⁵⁵

The significance of high-quality relationships among supervisors and subordinates is highlighted in previous studies, as the research evident that employees are highly motivated and less stressed in their roles, when they are found to have a higher quality LMX. Why is it so essential for individuals to have a high-quality exchange with their leaders? LMX theory provides a foundation about the “in-group” member that is constituted on the employees who have high-quality relationships and self-efficacy.¹⁵⁶

The association and attachment between the employees and leader provide them with the security of being recognised and appreciated, raising the motivational level of employees and their work-related self-efficacy.¹⁵⁷ The leader offers higher quality work resources to their followers in the presence of higher LMX and quality relationships that provide the benefits of enhanced performance.¹⁵⁸

2.5.3 LMX - Employee intention to do work.

Two main elements include “attention and absorption” and are referred to as “psychological presence” “Attention” is described as the “cognitive availability and amount of time pay-out for reasoning about the specific role” whereas “absorption” is related with “ being involved in a role and one's severity of focus on a role”.¹⁵⁹

Employee' involvement is considered an essential phenomenon in the service market and various studies are carried out on behaviours and attitudes of employees who show work involvement, and from those of un-involved employees. The scenario where employees themselves feel bound to the tasks assigned to them based on their role and show

¹⁵⁴ Daniels, K., & Guppy, A., 1994

¹⁵⁵ Gerstner & Day, 1997a

¹⁵⁶ Lagace et al., 1993

¹⁵⁷ Schyns et al., 2005

¹⁵⁸ Liden et al., 1997a

¹⁵⁹ Rothbard, 2001

performance to accomplish these tasks to compensate for the resources an organization invested in them, this is known as the employee work involvement.¹⁶⁰

A multidimensional approach is used to measure employee work involvement based on the importance of the subject in the context of LMX.¹⁶¹ Other research studies used the degree of measurement to which Leader-member exchange and the employee capitalize their physical, emotional and cognitive energies in their work role in addition to the previously defined behavioural based directions.¹⁶² However, the concept of leader behaviour in organizational citizenship, job involvement and job commitment have been differentiated from that of job engagement in recent research findings.¹⁶³

A leader actively practising emotions is what makes employees work harder which is different from other relevant dimensions, since studies show the active role of leader-member exchange impact on individual performance. An individual is more likely to express themselves physically, emotionally and cognitively in the course of performance of their work duties, when they feel highly considered by their leaders.¹⁶⁴

Various research suggests two roles of employee' performance; based on the notion that leader-member exchange at the workplace acts as the fundamentally in the employee work role and also motivates the extra work performance and growth of employees, along with goal accomplishment. The Leader-member exchange role, performed by the leaders includes: taking care of followers, having better behaviour and considering employees as an organizational member. The fulfilment of an employee's needs through the leader-member exchange at work makes the employee get involved in task performance.¹⁶⁵

To determine the customer's perception of the quality of service, employees are considered as the vital source, therefore making it essential for the service industry to aim for good job performance. To achieve the desired outcomes of high-quality service delivery, customer satisfaction, customer retention and repetitive business leader behaviour is most important.¹⁶⁶ As in the service sector, it requires having an interrelation among leader and follower for job performance construction and evaluation. Service

¹⁶⁰ Lee et al., 2011

¹⁶¹ Kahn, 1990

¹⁶² Xanthopoulou et al., 2009

¹⁶³ Rich et al., 2010

¹⁶⁴ Saks, 2006

¹⁶⁵ Bakker et al., 2011

¹⁶⁶ Auh, 2005

industry enterprises utilize the various kinds of job mentorships, training and other incentive programs in order to enhance the performance of their service employees.¹⁶⁷

The result of leader supportive behaviour makes the employee ambitious to achieve goals. The multi-dimensional construct of the phenomena is considered to this study and an estimate of employee performance.¹⁶⁸ Studies use performance-based dimension, including the intention to do work, high quality of work, high performance, and hard work.¹⁶⁹ The social exchange theory states that the perception of observers would benefit employees with good relations and supportive behaviour from their leader and as reciprocity, the employee in return, performs at a higher standard. That leader' better behaviour with followers results in a positive reputation and increased credibility of the individual among their group members.¹⁷⁰

2.6 Training and development (T&D)

Improvements in knowledge, capabilities and skills are considered as the competitive advantages in the international market. Effective training programs are required to improve the commitment level of employees and keep them motivated to perform a task through a higher level of knowledge, improved skills and improvement in other work relevant competencies. Training enhances an employee's potential which enables the organisation to achieve the desired outcomes of their best performance, and truly flourish. Adequate and timely training make employees conscious of organizational interest and investment in them and in return they feel obliged to perform with high intention or put extra efforts for the accomplishment of the overall organisational goals through their tasks and depict the individual and organizational performance.¹⁷¹ (As defined in chapter 1.8.5)

Training not only improves the employee's performance but also contributes to an increased level of organizational productivity and is, therefore, essential. Various kinds of employee' training are now accessible and required with advanced technology and high level of competition. An employee feels more confident, has high work-related knowledge and results in a low level of stress or confusion in task performance if they are provided with the right training in accurate time. Effective task performance can be

¹⁶⁷ *ibid.*

¹⁶⁸ Øgaard et al., 2008

¹⁶⁹ Wright & Cropanzano, 1998

¹⁷⁰ *ibid.*

¹⁷¹ Meyer & Allen, 1991

expected from well-trained employees, even in complex situations. To fulfil the job essentials, the desired knowledge, skills and behavioural traits can be gained and enhanced efficiently with training.¹⁷²

Limited opportunities given to trainees can suppress the desired outcomes of training, due to non-application of skills and knowledge acquired by them, as it requires the proper platform and opportunities to imply the learned concepts. Research considers the lack of opportunities as one of the biggest hurdles in the successful transfer of training knowledge. The opportunities made available for trainees to apply the experience is considered as support. Along with that, significant support for the transfer of knowledge is the availability of enough time. Another significant factor to optimise the best outcomes of training is by minimising the knowledge gap between training and development for trainees to practise their learning and knowledge.¹⁷³

The performance level of the corporation as a whole is likely to improve with the increased capacity building of an employee. The creation and nourishment of employee' capacity is referred to as employee development. The performance of employees and the profitability level in an organization are increased as an outcome of confident and satisfied employees that result from training and skills development.¹⁷⁴

Organizations succeed in attaining the benefits of employee training not only as increased employee performance but also as a gain in competitive advantages while utilizing available human resources in the best possible ways. Therefore, to plan for improvement of employee 'skills and building up of their job competencies, work confidence has become essential for the organization's thinking ability, idea generation and decision timing also get enhanced by training sessions along with capacity development of employees. Another potential benefit is the effective dealing of trained employees with their colleagues as well as with customers.¹⁷⁵

Well trained employees result in a more competent, capable and creative workforce for the organization. The quality of existing employees of an organization can enhanced the productivity level and precisions, through timely and appropriate training. That will also significantly improve the commitment, productivity and motivation of employees. The

¹⁷² Grolleau et al., 2015

¹⁷³ Clarke N, 2002

¹⁷⁴ Ramon V. et al., 2000

¹⁷⁵ Hollenbeck et al., 2004

potential benefits of employee training is observed as a reduction in complaints at the workplace decrease in employee turnover and the betterment of creativity strategies.¹⁷⁶

This is because the training and development result in high job satisfaction, lowering the stress and motivating employees with high work quality, better performance, and adaptation of new techniques with updated technology. Research suggests that the efforts put in by an organization for employee capability enhancement, are provided through training and cultivating a positive and productive work environment. Designing and implementing practical training that can serve the purpose of increasing the abilities of employees and can make them competent to organizational goals.¹⁷⁷

Involvement by managers results in positive image progress regarding supporting activities provided by the organization, along with boosting the efficiency level of employees. Work complaints and errors can be avoided using effective and timely training programs, as these programs assist employees in getting used to modern technology and advancing their skills and knowledge about the execution of relevant work tasks.¹⁷⁸

2.6.1 Effective training programme

Training is a deliberate central component of strategic resource planning and management, as it serves as the construction process for employees to make themselves talented enough to fulfil the requirements of an assignment with better competence. Various research studies have discussed the importance of performance improvement of employees resulting from advance learning process.¹⁷⁹ The maximum level of individual performance can be obtained from the acceleration of employee's capabilities, including their knowledge and skills to perform a particular job duty. The term 'training' is discussed as the instant improvement of capabilities in order to perform work duties, with better knowledge and skills and contribute towards the achievement of organizational goals with a high level of work and organizational commitment. A framework for employee the nourishment of employee performance should be construed through the learning environment and by culturing training and development within organizations.¹⁸⁰

¹⁷⁶ Farzad F. A. & Fouzieh S., 2016

¹⁷⁷ Jia Fang Lu, 2010

¹⁷⁸ Brinkerhoff, 2006

¹⁷⁹ John T. D. & Mark A. H., 1996

¹⁸⁰ Nonaka & Hirotaka T., 1995

This fast-changing technological environment with rapid organizational changes in culture, to keep the employees individual productivity at executive level, training is essential.¹⁸¹

The training composites can't be implemented effectively in the absence of proper training methods. Effective training methods should be used to achieve the organizational goals that are the maximization of gains on an investment. Various situations and circumstances prevailed in organizations lead to the use of different training methods. Depending on the learning effectiveness of employees through training, some strategies can prove to be more effective than others.¹⁸²

Formal training is known as a type of training program where the departmental of training instructor clearly defines the goals and objectives of the training also named structural or planned training. Lectures, seminars, workshops, web-based training and off-job training, are a few examples of formal training. A training process that is now well- structured or planned, or where the employees might not be informed if they are getting exercise, is known as an informal training. This kind of training happens casually or incidentally and is considered as natural and flexible. In a company, training is proven to have higher return values as compared to off-job training as reported from training in the USA, UK and Australia. One of the current studies in Germany shows an insignificant impact of participation on performance resulted from internal training, whereas the formal off-job training significantly impacts performance positively.¹⁸³

On-the-job training. On the job training approach includes the provision of training to employees during their job activities performance. Being simple, cost-effective and efficient are the key benefits of on-job training. It serves employees with soft skills and less professional knowledge as in on-job training; these employees get opportunities to learn more about their job and the required skills for effective performance from their seniors, other colleges and overall organizational system. This training provides employees with opportunities of learning through practice and experiment, and

¹⁸¹ David D. & Lisa B. Kahn, 2017

¹⁸² Read & Kleiner, 1996

¹⁸³ Kuckulenz. et al., 2003

employees seek knowledge from seniors or higher-skilled employees while practising it in actual job conditions.

Off the job training, this type of training is carried out away from the real workplace and is usually preferred to train the newly employed members of an organization. Some of the commonly used off job training methods consist of seminars, workshops, and conference. These types of training are used to provide training to a large number of employees within a limited time frame and are considered high costing methods as compared to on-job training methods.¹⁸⁴

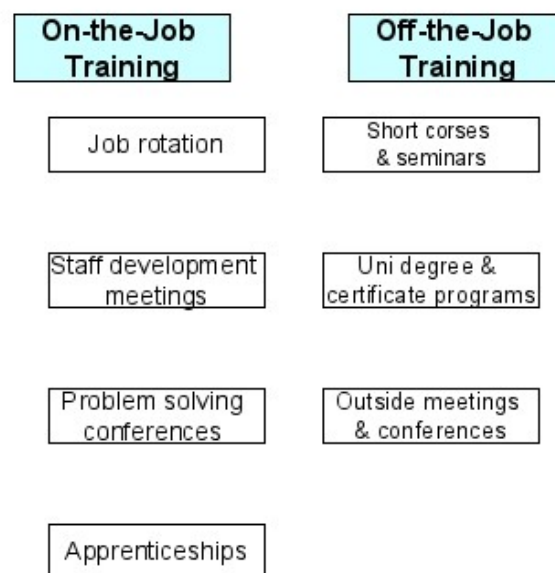


Fig: 2.1 Types of On & Off job training and development for employees

2.6.2 High quality training delivery

Training concepts and settings for knowledge transfer are the vital elements for accurate delivery of authentic knowledge. The implication of training competencies acquired through knowledge should be evaluated carefully in the transfer of knowledge. Corporations provide on-job training programmes in the actual physical and social

¹⁸⁴ W. O. James, 2014

atmosphere. The delivery of knowledge transfer is more likely to occur on the real on the job situation, as the training is carried on in an environment where the job duties are performed, and employees practise the learned concepts in their work environment.¹⁸⁵ The high similarity between the real working environment and settings of training results in highly effective and more productive results. Just as the knowledge transfer results can be enhanced from summarized, detailed and comprehensive techniques of training. Similar elements, matching training techniques and stimulating factors are varied with the variable working conditions used in the summarised training techniques. These kinds of strategies improve the confidence of trained employees and reduce the chances of job performance errors, as they equip employees with the practical implementation of learned concepts in summarized settings.¹⁸⁶

A special kind of experienced and direct supervision and expert training is required to train employees with knowledge about special tools, machines, equipment and their operations. Moreover, simulation methods are used by numerous organizations for the effective transfer of knowledge. Another interesting find of training methods is observed with the same level of knowledge transfer effectiveness from different training methods, including full-simulation setting and role play. Active learning is also enhanced with the applied concepts of training. The gains of concepts transfer are improved using this technique, as it plays a vital role in the maintenance of interest and attention of employees. The chance of enhanced learning through a better transfer of trained competencies is boosted up when in the similar training setting as that of the workplace. Providing employee's opportunities to learn, memorize and apply the training in similar practical settings allows for the significant transfer of knowledge in a related training setting. The transfer of concepts highly depends upon the appropriate environment as well as realistic training design.¹⁸⁷

Significance of training in the nourishment of performance of employees is accepted by most organizations, as they do gain various competitive advantages as a result of training. A significant positive relationship is reported between training & development and employee's performance.¹⁸⁸ The stress level of employees reduces, and they behave more confidently and comfortably at the workplace if they are provided with on-time training,

¹⁸⁵ Karatzas et al., 2020

¹⁸⁶ Rebecca G. & Eduardo S., 2011

¹⁸⁷ Burke & Hutchins, 2016

¹⁸⁸ Nauman et al., 2020

and hence show advanced performance. The competition level is high, and rapid changes in business operations result from world technological advancement which are creating new challenges for organizations.¹⁸⁹

To face these challenges and rise above in a healthy competitive environment, the firm requires new and creative business ideas and solutions along with their implementation. This can be realized only through proper and on-time training of employees. Technological changes and progression have resulted from the requirement of advanced competencies and abilities as job requirements. So, employees need to develop new skills and increase their competencies through training methods and programs so that they can perform better in advanced challenging tasks. Operative programs and proper training provides employees with the required knowledge and skills and creates a learning environment for them that builds up their confidence to handle the challenging assignments efficiently.¹⁹⁰

2.7 Organizational culture

For many years, the culture notion has been demonstrated and investigated in itself. Anthropology and sociology of organization are like to hold the basics of Organisational culture (OCL) as claimed and evident back to the late nineteenth century.¹⁹¹ Around 164 varying definitions of culture are found in the research study of literature by an anthropologist.¹⁹²

2.7.1 Defining organizational culture

The Latin words *colere* and *cultura* meanings cultivation and growth, provide an origin to the term 'culture'. Various definitions of culture resulted from the multiple concepts and views of organizational culture. The researcher put forward the organizational culture as a source of defining the norms, languages, behaviours, beliefs, traditional clothes, chain of command and overall character of an organization with an extensive range of social occurrences.¹⁹³

¹⁸⁹ M. C. Stephen & S. M. Mathew., 1996

¹⁹⁰ Wei-Tao Tai, 2006

¹⁹¹ Cameron & Ettington, 1985

¹⁹² Kroeber & Kluckhohn, 1952

¹⁹³ Scott et al., 2003

Another definition of culture is the individual's collective beliefs, laws, arts, customs, habits, skills and overall information put forward in a society in which that individual belongs.¹⁹⁴

Organizational culture is defined as a combined effect with mutual and, intrinsic expectations of people in a group. The purpose of culture is to nourish the directions for reviewing, perceiving and reactions of people to their environment. Another study described the organizational culture as the creation of behaviours, individual attitudes of individual and joint manners of people in the organization to form an institution's worth.¹⁹⁵

The arrangement of beliefs, norms and attitudes along with expectations that structure the conduct of people in an organization, even though that may or may not be expressed is defined as an organizational culture by another study. The shared belief and ethics of people living in a society formulate the concept of culture.¹⁹⁶

Culture is also constructed by other underlying factors formulating these behaviours along with traditional cultural ways used by a group of people to resolve issues by thinking, reacting or feeling relevant to that matter.¹⁹⁷ Some of the vital attributes of organizational culture include; 1) culture is the people's real "way of life" belonging to an organization. 2) It considers that the elementary expectations, beliefs, ethics and values get stabilized with time assumption. Moreover, the organizational' employee turnover can be endured by framing social consistency, once the culture is stable. 3) Cultural elements can incorporate both internal and external business operations of an organization. As risk-taking, innovation and security to information can be provided by internal culture. On a superficial level, a culture can lead a corporation towards attaining customers on the initial level or can direct a company towards unethical behavior in a competitive industry. 4) Culture can influence member satisfaction and performance of an organization.¹⁹⁸

¹⁹⁴ Schein, E. 2004

¹⁹⁵ Aksoy et al., 2014

¹⁹⁶ Armstrong, 2006

¹⁹⁷ Robbins. S. P. & Judge, 2013

¹⁹⁸ Johns & Saks, 2008

2.7.2 The dimension of organizational culture

The organizational culture study is presented as a prominent discussion matter in terms of its studies either as a homogenous approach or heterogeneous approach.¹⁹⁹

The studies conducted so far show that there is no best suitable option to study culture. One of such examples is found in a study where the four-dimensional framework, including clan, market, adhocracy and hierarchy, are used to study the organizational culture using a competing value framework. The results so presented describe a culture of the clan; one that struggles with each other and is committed with loyalty and as a family type of culture. Whereas the adhocracy is considered as innovative, an entrepreneurial culture where people are self-motivated and employees are encouraged to take creative, risky decisions. Here the culture is putting significant importance on output along with customer based competition, regulators and contractors are defined as the market culture.²⁰⁰ The fourth type of culture is defined as dictatorial and rules is ruled by unchanged decisions along with directed schedules and principles with low cost, and is subsequently named a hierarchy culture. In addition to this, the simultaneous working of multi-cultures is pointed in by early studies. These kinds of cultures include the managerial concept that is formulated on occupations, in addition the culture created from the proximity of geographic location named as group culture and culture based on the everyday experiences as work culture. Additionally, the study suggested that the categories of bureaucracy, support and innovation can be derived from organizational culture.²⁰¹

2.7.3 Organizational culture classification

Literature has suggested mainly the three categories of organizational culture. These studies precisely follow Wallach's (1983), classification, of an organizational culture as essentially the bureaucratic, innovative and supportive culture.²⁰²

Employee performance is a severe and critical focus of all organisations to achieve their desired targets. They realize that the employees are one of the most vital assets for the organization to achieve its objectives. Therefore, the creation of a supportive culture is

¹⁹⁹ Alavi et al., 2006

²⁰⁰ Cameron & Quinn, 2011

²⁰¹ Yiing & Ahmad, 2009

²⁰² *ibid.*

significant for the suitable, conducive, and harmonious environment for the employees to perform with their maximum potential. The condition of culture may have an impact on the level of extra employee work, hard work, intention to do work, and higher work of particular employees as it has been proved by previous research.²⁰³ However this study investigates the relationship between employee performance and organizational culture. These classifications are explained in the subsequent section.

Research groups organizational culture into three classes. (1) Bureaucracy culture, the culture where conditions require direction, rules and arrangement is named Bureaucracy culture (2) creative culture motivates the participant to think freely to participate at their own free will and share their opinion, thoughts and feelings towards work arrangements. (3) Supportive culture provides the relationship values of trust, friendship, openness and unity through communicative interactions and links.

Bureaucratic culture: This type of culture is believed to support a compartmental structure and is based on hierarchical culture, as this type of culture requires a certain degree of authority and has a clear set of responsibilities and structure of work. Bureaucratic culture in an organization is power-oriented and is based on control and power in an organization. It makes a bureaucratic culture trustworthy, regulated, highly cautionary and with a hierarchical structure. Bureaucratic organisations are also related to the structure, hierarchy and reliability.²⁰⁴

Innovative culture: The innovative culture is diversified and dynamic with its nature of being challenging, risky and creative. The innovative organisational culture is responsible for enterprising and stimulating creative, activities along with dangerous actions for result-oriented outcomes.²⁰⁵

Supportive culture: Supportive organisational culture makes it possible to create and provide employees with a warm, supportive, open, friendly and symphonic work environment. Additionally these cultures are considered to give safe, trustable, motivated, and pleasant relationships.²⁰⁶

²⁰³ *ibid.*

²⁰⁴ Mohelska & Sokolova, 2018

²⁰⁵ Sokolova et al., 2019

²⁰⁶ *ibid.*

Wallach's Classification of Organizational Culture.²⁰⁷

Element	Bureaucratic	Innovative	Supportive
Work Place	Hierarchical & compartmentalized	Exciting & dynamic	Warm and "fuzzy."
Type of Employee	Unimaginative	Ambitious & entrepreneurial	Friendly and people-focused
Orientation	Power oriented	Result orientated	Relationship Orientated
Types of ministry	Large market share in a stable market; efficient system and procedures	Creative	Highly supportive environment

Table 2.1 Wallach's Classification of Organizational Culture

²⁰⁷ *ibid.*

2.8 Gap in literature review

The literature review has suggested that the focus of most of the previous studies was on investigating individual performance in the field of health care, manufacturing, the educational sector, commercial industries and sports.²⁰⁸ However, there is no prominent study of Pakistani banks in terms of evaluation of the performance of employees. Low level of work output and high absenteeism at the workplace is leading towards the need to study individual performance.²⁰⁹ Along with this, being an essential determinant for goal achievement of an organization, individual performance is regarded as a significant study variable of the current study.

Previous studies on the measurement and evaluation of individual performances have missed the aspects of individual performance in developing countries, where there is individual performance in the service sector of Pakistan, as compared to the other countries.²¹⁰ To address this issue, there is a vital need of study and examination of individual performance, and therefore the current research is focused on individual performance in the service industry of Pakistan.

The impact of positive expectation can be observed on the performance and productivity enhancement, and that is emphasized by the predictions and assumptions of the Pygmalion effect. The Pygmalion effect highlighted the positive impact of expectation of managers on the productivity level of employees and their performance in the field of management sciences.²¹¹

This effect is supported by another study (Eden, 1984, p. 68) stating that “the very act of leadership – is interpreted by the subordinate as an expression of leader expectancy”. Along with this, the positive expectations of leaders from their followers can be adopted, conveyed and can finally be rendered into the high level of performance and better productivity of their followers. The positive expectation of leaders is the start of a classic Pygmalion course; these positive expectations are communicated effectively to self-expectations of employees from their work and finally, resulting in the enhancement of the employee’s performance, which is desired.²¹²

²⁰⁸ Aboyassin & Abood, 2013

²⁰⁹ Carbony & Ehrlich, 2013

²¹⁰ Simmons & Sower, 2012

²¹¹ Qu et al., 2015

²¹² Susan S. W. & Edwin A. Locke., 2000

In the banking industry, the high expectation of leaders from their employees motivates them to accomplish organizational goals and fulfil the objectives of the industrial services, through hard work.²¹³ Therefore, high leader expectations are regarded as an essential study variable in the current study.

Individual performances can progress due to a high confidence level of employees and motivation from the leader's expectation (Pygmalion mechanism). Inconsistent results are evident from previous studies based on the higher expectation level of leaders and the performance of individuals in developed regions.²¹⁴

Many studies have been conducted on various leaders' aspects, but scarce research has been done on the element of leaders' expectation relationship with followers' performance. Furthermore, studies on the Pygmalion mechanism are very hard to find in developing countries, which indicates that there are inconsistent findings between leaders' high expectation and individual performance. Therefore there is a need to examine leaders' expectation impact on performance in order to validate the relationships further.²¹⁵ Some studies in the past examine leadership styles while few studies examined the Pygmalion mechanism in the Pakistani banking sector. Hence, it is required to evaluate the relationship between leader' expectation and individual performance to conclude this relationship authentically. Previous studies conducted in the banking sector of Pakistan are more focused on the styles of leadership, and there is a gap evident in the research studies of leadership progression in this sector.²¹⁶

A constructive environment of an organization is regarded as one of the main factors that lead towards the practice of positive, constructive behaviour and strong positive relationships among individuals. Hence it plays its part towards organizational development and progress. These impacts highlight the importance of organizational culture, it is therefore chosen as an essential study variable in current research. In an organization, the evaluation of individual performance can be done through the study of the dimension of organizational culture as an important determinant.²¹⁷

Previous literature review evidence the research and conclusion of several studies examining the organization culture. Most of these researches are focused on the

²¹³ Hazriyanto et al., 2020

²¹⁴ Li et al., 2020

²¹⁵ Ye et al., 2020b

²¹⁶ Ilzar Daud., 2020

²¹⁷ Nusari et al., 2018

manufacturing sector, including the health care industry, educational institutes and computer bases industry. However, there is limited literature and findings of organizational culture in the banking service industry.²¹⁸ Therefore, this study intends to explore organizational culture to see how it influences employees' performance.

To achieve organizational tasks and employee performance enhancement, training and development should be selectively designed in such a way that they create a win-win situation both for the employee and the organization in general. Therefore, selective training refers to the acquisition of skills, attitude and knowledge required by employees to effectively perform a task or enhance performance in the work environment.

The importance of training programs and employee development activities is to enhance the performance of employees and accomplish organizational objectives. It is to select and design these programs effectively for mutual benefits of both employees and organizations. Training is referred to as the organized improvement of skills, acquisition of new skills and knowledge, and development of positive attitudes which is essential for better and more effective performance on assigned tasks in a particular work setting.

Thus, recently a significant amount of research studies has been conducted to examine training and development and its relationship and impact of on performance levels. The humans with high knowledge and considerable skills resulting from training and development programs is considered a source of performance enrichment in research studies. Additionally, the role of training is paving ways for a highly qualified, well organized and updated workforce.²¹⁹

Moreover, the mediating role of organizational commitment is observed in various studies. A few studies have considered mediating role among the behavior of leadership and individual productivity.²²⁰ Job satisfaction is tested as a mediating variable by Well and Peachey (2011) among leadership behavior and turnover intention. This study further recommended organizational commitment to test as a mediating variable in upcoming research studies.²²¹

Commitment to the organization may strengthen the relationship between employer and employee because employer feel that the employee is committed to interpreting high-

²¹⁸ Rahmat et al., 2020

²¹⁹ Suliman, 2002c

²²⁰ Alaa & Abd, 2020

²²¹ Janelle E. Wells. & Jon W. Peachey., 2011

performance by putting more effort at work.²²² Therefore, this study intends to examine organizational commitment as a mediating variable to strengthen the relationship between the independent and dependent variables because of the inconsistent findings. The study also wants to explore organizational commitment in order to see if different results will be obtained.

Hence, current research proposes to explore the leadership expectation along with the behaviour of leaders and of culture prevailing in the organization, level of commitment of employees, training and development and its impact on the performance of employees. The objective is to fill in the gaps in literature validating the relationship of these factors and their effect on employee performance.

²²² Silverthorne, 2004

2.9 Underpinning theories

This research intends to incorporate mainly with Emerson, (1976) social exchange theory and as supported by Pygmalion effect mechanism and Leader-member exchange (LMX) theory. The rationale for adopting such multi-theories is that the conceptual model involves different mechanisms such as leadership, T&D, organisational culture, organisational commitment in the context of employee performance, and thus these mechanisms need to be explained by multi-theoretical lenses to understand such a relationship entirely. These theories are explained below.

2.9.1 Social exchange theory

To understand behavior in the workplace and social collaboration, social exchange theory becomes one of the prominent and vital theoretical models.²²³ Theory of social exchange dates back to its origin in the 1920s, and since then there has been various research and result interpretations drawn about this theory.²²⁴ Research collectively finds evidence of responsibility generation, based on social exchange. Theory provides a base for rules that offer benefits. To achieve organizational performance through the participation of individuals, social exchange theory is considered as an interpersonal relationship amongst individuals in an organization. Moreover, the theory of social exchange is regarded as the perception of the interactive organizational environment.²²⁵

Social exchange theory (SET) undertakes the nourishment of employee performance in an organization through activities of appreciation and encouragement that also tend to raise the commitment level for employees.²²⁶

The social exchange theory elaborates on the variables in this research, including the relationship between leader-member exchange (LXM), organizational culture, organizational commitment, T&D and employee performance in the banking industry. So, social exchange theory is best fitted for the current research framework. The social exchange theory enlightens the resulting interrelations from the proper working

²²³ Marcel Mauss, 2002

²²⁴ Bronislaw M., 1922

²²⁵ Emerson, 1976

²²⁶ Aldhuwaihi, 2013

atmosphere. That appropriate workplace environment leads to interpersonal outcomes, referred to as social exchange interdependence.²²⁷

Social exchange theory motivates employees towards the accomplishment of organizational goals. It strengthens to do so with its focus on the development and nourishment of connection and in-person relationship among employees along with the provision of capacity building, such as knowledge and resources aiding in doing a particular task.²²⁸ Therefore, social exchange is considered most beneficial in all corporate sectors, especially service industry, and including banks. Facilities will help to strengthen employee productivity in the context of a higher standard of work, intentions to do work and goal achievement. The treatment provided and applied to the individuals and the environment is considered as one of the major influencing factors in social exchange concepts. The relationship of social exchange evolves the employers, when focusing on the subordinate employees to improve their work performances.²²⁹ Similarly, training is considered as a source of relationship exchange, and in result impacts, the performance of the employee. Blau (1964) argued that social exchange relationships can influence the level of feelings in terms of confidence, self-responsibility, trust or commitment level of an individual and can set a point for the desired result, but can't manipulate the output.

There is evidence for the continuous involvement of individual employees with their leaders and organization through the relationship exchange functions. As Settoon et al. (1996) postulated the relationship development among a leader and follower mostly based on the theory of social exchange.²³⁰

The social exchange theory provides evidence of an employee's contextual performance as a function of what they have received on the job. As, the employees are likely to balance the give-and-take in exchange for relationships, therefore, they are likely to make efforts for better performance, if they are satisfied with their job.²³¹

Blau (1964) stated that in making a cost-benefit analysis, the social exchange theory has long-lasting and reliable results due to higher rewards received from it. The rewards of these social exchange transactions include not only the materialistic reward of a higher

²²⁷ Russell C. & Marie S. M., 2005

²²⁸ Peter M. Blau., 1964

²²⁹ R. P. Settoon et al., 1996

²³⁰ Settoon et al., 1996

²³¹ Adams, 1965

output, but the psychological rewards of a trusted status, approval and loyalty.²³² Social exchange theory hypothesized that hard work from employees and increased effort for task performance is a result from when they feel satisfied with the objectives and vision of their leaders and so act to give a return of satisfaction provided to them.²³³ Employees in perceived support and trust environment, are motivated to work with a positive attitude and have a strong organizational commitment that increases the performance level, this is hypothesized by the social exchange theory.²³⁴

The prime determinants for identification and understanding of social exchange theory in an organization, are considered as motivation and satisfaction. The social exchange relationship among employees and their leader is entails when the employees consider appreciation provided to them by the leader as a source of motivation or respect in reciprocity, and then the employee performs better.²³⁵

The improvement of work abilities, knowledge stream methods, training requirements, mutual benefit knowledge relations and the organizational environment are considered as the motivational factors that are improved in the presence of trust that is obtained by social exchange. These motivational factors act for the better individual performance in an organization.²³⁶

An exchange relationship among strategic orientation, organizational commitment and culture of an organization is hypothesized based on the social exchange theory. That relationship in return is likely to leave an impact on the performance of employees.²³⁷

There are three fundamental principles where social exchange theory deals with how to describe the follower and leader relationship. These principles include, (i) rationality (ii) reciprocity and (iii) specificity.²³⁸

The satisfaction of the employee and the provision of rewards by the organization is the base of relationship formulation among employees, and the corporation is explained under the principle of rationality, where the mutual social relationship among employees and organization, or employer is described under the direction of reciprocity. The

²³² Edwards et al., 2008

²³³ Yukl, 1994

²³⁴ Blau, 2006

²³⁵ Chambel & Sobral, 2011

²³⁶ H. R. Pierce. & T. J. Maurer, 2009

²³⁷ Chuang et al., 2012

²³⁸ Foa & Foa, 2012

principle of specificity which considers that the only relationship that can exist among employees and employers in a corporation is the mutual or reciprocal type of relationships.²³⁹

The commitment of employees to an organization is nourished under equity treatment and routine activities of an organization. The strategic focus of employees builds the positive culture and strategic orientation of an organization.²⁴⁰ The commitment of an employee is one of the most required attitudes in this social exchange, required from employees due to its strong influence on the performance outcomes and ultimately on an organization.²⁴¹

2.9.2 Pygmalion effect

The Pygmalion effect theory explains the impact of expectations on others behaviour and its influence on self-concept. Our behaviours is determined, and self-concepts are influenced by the verbal messages and nonverbal signals and signs that we get from those close to us. This perception can elevate the productivity level of an employee through its use as a tool of management to enhance the confidence level of employees and to motivate them.²⁴²

The well-known term Self-Fulfilling Prophecy (SFP) proposes that the life events in one's life are likely to be based on whatever one thinks or have in their mind even subconsciously.²⁴³ The beliefs or predictions of a person come true based on the behaviour that is influenced by these beliefs, and this effect explains expectations. This eventually plays a role in fulfilling these expectations as that person is treated with specific behaviour as per the expectations of them.²⁴⁴

There are two types of self-fulfilling prophecy. First we have certain expectations from others or a particular person, so our behaviour with that person is directed as per these expectations. This in result, affects the behaviour and actions of other people and they start acting the way we expected from them, this is known as the Pygmalion Effect.

Whereas in the second type, people agree with a specific prophecy and show variations in their behaviour independently. The organization feels locked up in certain kinds of

²³⁹ *ibid.*

²⁴⁰ Kidombo et al., 2012

²⁴¹ Pinho et al., 2014

²⁴² Jinyun D. et al., 2016b

²⁴³ Eden, 2003

²⁴⁴ Merton, 1948

behaviour and attitudes based on the ongoing circle of predication, performance in forms of action, achievements or results and the feedback. One of the major services of Self-fulfilling prophecies is keeping removed from the system, information that is out of line or opposite to the real expectations in the system, removed from the system.²⁴⁵

Nowadays, the Pygmalion effect is considered as a significant concept to be taught concept in educational institutes of business. Based on its results of we have what we expected, considerable reasoning that high performance can be achieved from a high level of expectations. In contrast, the low performance would result from low expectations, and hence, the theory of Pygmalion effect can be fully observed and experimented in corporate set-ups.²⁴⁶ The form of self-fulfilling prophecy, the Pygmalion effect, highlights the inspiration from positive expectations on raising the productivity level and performance. Keeping in view the Pygmalion effect, management studies can observe the realization of positive expectations of a leader or supervisor and can realize in the form of positive impacts of these expectations of followers' productivity levels and their performances.²⁴⁷

These results are based on Eden (1984, p. 68) who stated “the every act of leadership is interpreted by the subordinate as an expression of manager expectancy” and finally transmission of optimistic expectations by the leader to their subordinates for the purpose of high performance and enhanced productivity. In meta-analysis research work relevant to the Pygmalion process, it is evident that positive expectations of leaders typically serves as the first step of the Pygmalion process. The role of communicated expectations is vital, that self-expectation of employees get upraised. That results in the heightened performance of employees.²⁴⁸

However, the operative degree of the Pygmalion process depends upon the level of internalization of the expectations of leaders by the follower. This is because employees are considered as the key agents that decide on acceptance or rejection of their leader's expectation,²⁴⁹ the positive expectations of leaders can't serve as the sole source for induction of a Pygmalion process, and therefore decide the degree of operation of the Pygmalion effect.²⁵⁰ It has been theorized that the perceived expectations of the leader is

²⁴⁵ Sharma, 2007b

²⁴⁶ Ambady & Rosenthal, 1993

²⁴⁷ Carmeli & Schaubroeck, 2007

²⁴⁸ Eden, 1984

²⁴⁹ White & Locke, 2000a

²⁵⁰ Avolio et al., 2009

what primarily determines the internalization by followers of the expectations of the leader.²⁵¹

The example for this theory is given by White and Locke (2000) in their study, suggesting the power and effect of the Pygmalion effect which is impacted by the positive behaviour, beliefs and impact of a leader on followers.²⁵² Karakowsky and associates (2012) theorised the followers are more likely to accept the leader's expectations, trust them and internalize their expectation when followers perceive their leader as a capable, highly credible and beloved person.²⁵³

2.9.3 Leader-member exchange (LMX)

Leader-member exchange (LMX) concept is about the effectiveness of leader behaviour as results of psychodynamic exchange between leaders and followers.²⁵⁴

LMX theory explains the quality of a healthy and long dyadic interaction and relationship at the job place between leader and follower. LMX postulates that a leader has qualitatively different relationships with each of his employees. The LMX theory argues that a leader establishes a good relationship with their followers on the grounds of some exchange of elements.²⁵⁵

LMX theory focuses on the quality of the relationship between a leader and his employees in contrast to traditional theories that focus on behavior and characteristics of leader. In this theory relationship varies from low quality to high quality, the level of relationship based on the employee contract and high-quality relationship based on the trust, respect, and mutual likeness, these factors affect LMX theory. Moreover, this theory states that leaders don't treat all their followers with the same behaviour. In other words, a leader doesn't treat all followers equally.²⁵⁶ Hence, in this study, LMX theory contributes the foundation to analyse the level of compatibility between a leader and their follower's perception. In the context of high-level LMX, relationships include where a leader takes extra care of their followers. In this scenario, a leader is more sensitive, attentive and supportive towards their follower's routine job. On the other hand, a leader's sensitive

²⁵¹ *ibid.*

²⁵² *ibid.*

²⁵³ *ibid.*

²⁵⁴ Asrar-ul-Haq & Anwar, 2018

²⁵⁵ Dulebohn et al., 2012

²⁵⁶ Hofmans et al., 2019

attitudes towards followers enhances their commitment, and they have positive behaviour towards their leader as well as their career.

In this concept, the leader only focuses on those employees who are more active and motivated to have a better understanding with their leader, the opposite holds for low-quality relationship or interaction with their leaders.²⁵⁷

The high-quality LMX exchange motivates followers to perform extra and influences them to participate in the decision-making process, they face less job-related issues and remain more energised to take on additional burdens of a job, compared to a follower who has low-quality exchange with their leader. Furthermore, the high-quality exchange is based on the social exchange at a better level than a low-quality exchange. In simple words, this relationship works in the context of social exchange, the better the behaviour, the better performance in return, as is the case of reciprocity.²⁵⁸

This theory proves that the followers who receive an extra take care from their leader regarding job problem, have less stress, and comparatively less job-related burnout than those who do not. Yao and Wang 2006, stated that high leader-member exchange reaps high response in the form of better performance from their followers such as job satisfaction, extra work, quality of work and satisfaction with the leader.²⁵⁹

Similarly, high-quality LMX is distinguished by strong trust, mutual respect, acceptance of extra responsibility, and is supposedly the significant precursor to the success of employees in role performance. High quality exchange is positively related to job performance variables.²⁶⁰

2.10 Theoretical framework

From the literature reviews and discussion of previous studies, the following theoretical framework is developed, which leads to this research, pictured in Figure 2.1. Figure 2.1 describes an overview to be examined in this proposed study, to identify the direct relationship between employee performance and high leader expectations, Leader-member exchange, T&D and organisational culture. Additionally, study also postulates that leader's expectations, leader-member exchange, and T&D, and organizational

²⁵⁷ Dansereau et al., 1975

²⁵⁸ Scandura & Schriesheim, 1994

²⁵⁹ Yao & Wang, 2006

²⁶⁰ Graen & Uhl-Bein, 1995

culture, relationship with employee performance through the mediation of organisational commitment.

In this research, organisational commitment is a mediating variable which mediates the relationship between predictor variables and observed variable. This is aligned to previous studies, such as Trang Irvan (2013)²⁶¹ and Ahmad et al. (2012)²⁶², who acknowledged the mediating role of organizational commitment²⁶³ in influencing employee performance.

The research framework (Fig: 2.2) shows the relationship that exists among investigated variables in this study. The thick black line shows the direct relationship between the observed variable (Employee performance) and predictor variables (Leaders high expectations, Leaders-member exchange, T&D, and organisational culture). The dotted lines describe the mediating effect of organisational commitment on the relationship between independent variables (LE, LMX, T&D, and OCL) and dependent variable (Employee performance). The upside-down arrow shows the moderating effect of gender on the relationship between organisational commitment and employee performance.

²⁶¹ Trang, 2013

²⁶² Ahmad J. et al., 2012

²⁶³ Iverson et al., 1996

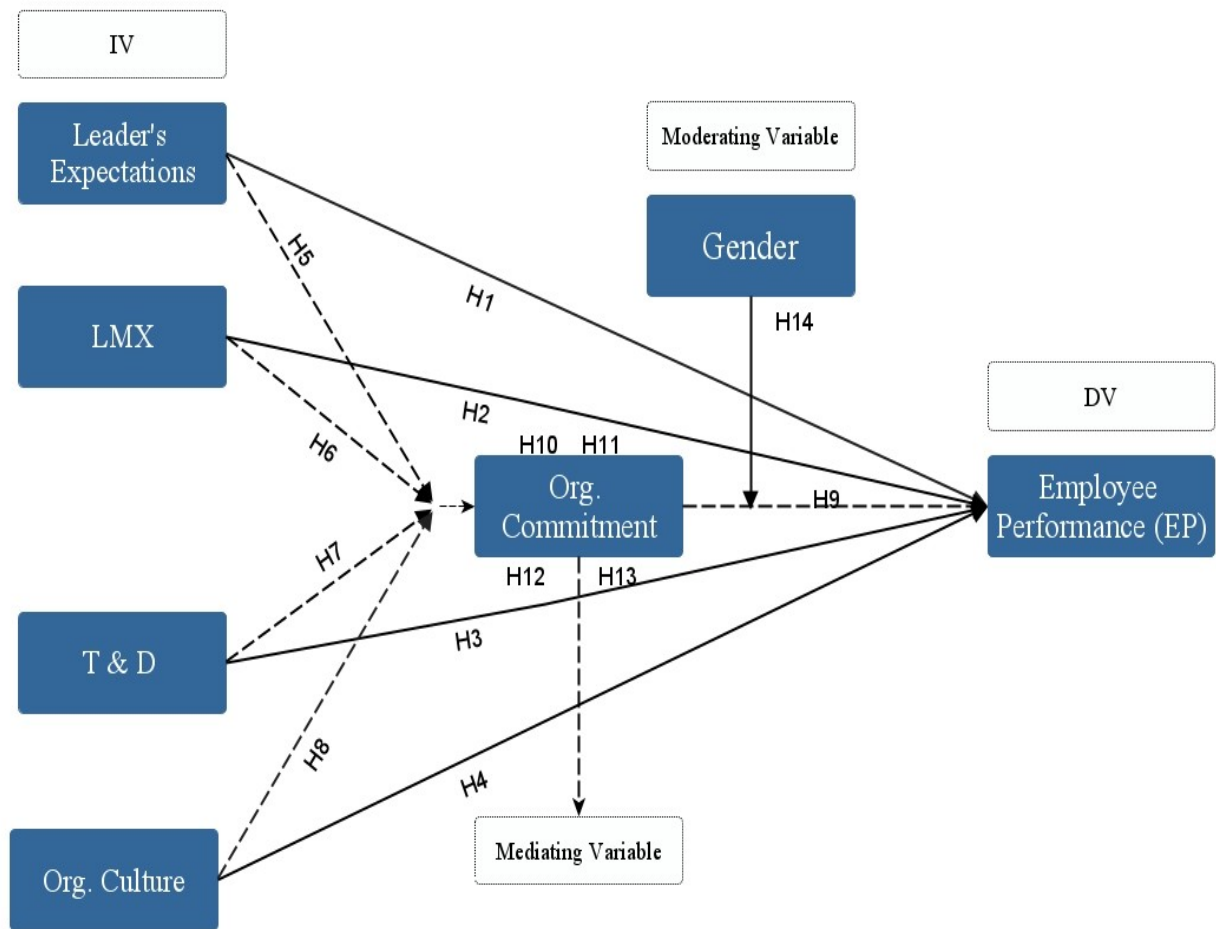


Fig: 2.2 Theoretical Framework.

The above research framework is based on the problem statement that outlines the research gap and make suggestions for future studies to see the relationship among independent variables, (LE, LMX, T&D, and OCL) dependent variable (Employee performance) and also with mediation variable of organisational commitment and gender as a moderating variable. The research framework is the necessary foundation upon which other research can extend the frontiers of knowledge and research concepts.²⁶⁴

²⁶⁴ Sekaran & Bougie, 2013

2.11 Hypotheses development

2.11.1 Leader expectation and Employee performance.

The most common forecast of expectation includes the behaviour expectation from someone particular to where, when and how that person would likely behave. There are times when these expectations are relevant to an individual, and sometimes "behavioural inclination" is the base of expectations. Most learning about these expectations in the past provides us with a base to assume that a person will behave in the same way as they have behaved in a previously similar situation.²⁶⁵ The occurrence of a behaviour in a particular case depends upon the set of expectations resultant from our beliefs and ways of thinking. The expectation of excellent performance from a specific person will result in an outstanding performance from that person. The direction of a person is set by clues of expectations given to that person, examples of such clues include "This may be difficult for you" or "I know that you will do the best". The expectations of a manager from an employee to have high-level performance would result in an excellent performance by that person as²⁶⁶ in the long run, the behaviour of a person will be influenced by the thoughts and expectations of another person.

Likewise, the productivity of an individual working in an organization would be low if the expectation is low. Since individuals and organizations are the vital components of an organization, the significance of expectation phenomena in organizational setups can't be overlooked. The careers and performance of subordinates is highly influenced either positively or negatively by the expectations of managers from their subordinates depending upon managers' attitude towards their associates and the level of communication by these supervisors. Leaders recognize the stability in behaviours and attitudes at workplace being the success factors for an employee to have high expectations from their leaders and provide them a supportive environment to meet their desired expectations.²⁶⁷

The implication of the Pygmalion effect for leaders is massive. It means that the performance of the team depends less on team than it does on the manager. The performance one receive from people is more and no less that what one expects, which

²⁶⁵ Demirtaş, 2019

²⁶⁶ Loftus, 1995

²⁶⁷ Eden et al., 2000

means one must always expect the best. Thus it can be concluded that positive expectations play a vital role in establishing an organization wide Pygmalion effect.²⁶⁸ (Further see chapter 2.4 for in depth explanation)

The performance of individuals in an organization is more dependent on leaders due to the massive implication of the Pygmalion effect for leaders on an organizational level. The expectations should be high, or the best possible, as expectations are key to success. One is most likely to receive the same output or performance from someone as what was expected. Therefore, to establish the Pygmalion effect on an organizational level positively, it is vital to have positive expectations.

Employees are more willing to put in effort for their performance improvement, where the expectations of managers and supervisors are higher as compared to the employee to whom the level of expectations are low.²⁶⁹

Hence, the leader's expectations are likely to amplify the positive effect on employee performance, as stated in the following hypothesis.

H1: Leader's high expectation has a positive effect on employee performance.

2.11.2 Leader-member exchange (LMX) and employee performance.

LMX is defined as “the dyadic exchange relationship between supervisors and employees” is one of these social frameworks. Role-playing theory served as the pillar to lay the foundations of LXM in a corporate set up. It is “The dyadic exchange relationship between supervisors and employees” within an organizational workplace.²⁷⁰ With the dependence of the quality of relationship on the interaction of leaders with their followers, two famous divisions of LMX relationships the “low-quality” and “high-quality” are the focus of recent research studies. The fewer interactions and low level of trust among leaders and followers results in Low-quality LMX. In contrast, a social exchange that is beyond the contract of employment would result in high-quality LMX.²⁷¹ The employees who experience high-quality LMX are more involved in decision making, have a high

²⁶⁸ Chirayath. S. et al., 2009

²⁶⁹ Bezuijen et al., 2009

²⁷⁰ Kim S. L. et al., 2017

²⁷¹ Graen G. et al., 1977

willingness to take on organizational responsibilities and face fewer task issues due to the prevalence of a connected, motivated constructive and trustworthy environment between employee and leaders.²⁷²

Therefore, employees are likely to go beyond their bounded requirements and show more willingness to perform more in their behaviour such as KSB, in the presence of high-quality LMX. Studies also conclude that the focus of employees would be on mutual benefits rather than on individual achievements in the presence of high quality of LMX, which ultimately assists the organization to realize the goals of organizations with the cooperation by subordinates or employees.²⁷³

Previous studies have supported the above stated opinions. For example, the higher performance resulting from the committed, loyal and collective workforce is a result from high-quality LMX.²⁷⁴ Other research studies show that workers focus on the collective interest rather than the individual and results in better performance and other positive behaviours that are essential to fulfil the objective and attain desired results of high-quality LMX.²⁷⁵ Another study suggested that the reciprocity of behaviour by leader, is evident in a high level of favourable behaviour like courtesy, willingness to assist and kindness, behaviour by employees to reciprocate the positive behaviour received from leaders.²⁷⁶ (As this is explained previously, see chapter 2.5 for further detail)

A varying set of principles and norms are suggested by (Blau, 1964); Sparrowe & Linden, (1997)²⁷⁷ which administer the exchange relationship among people; these rules are based on research studies of social exchange theories.²⁷⁸ The example of such rules includes reciprocity that states the expectations of an equal value behaviour, that would be executed by the one person as have received from the other.²⁷⁹ Moreover, the leaders liking and following would be increased with the positive relation exchange and will result in motivating employees to fulfil the expectation of their leader and accomplish their goals.²⁸⁰

²⁷² Casimir G. et al., 2014

²⁷³ Graen G. B. & Uhl-Bien M., 1995

²⁷⁴ *ibid.*

²⁷⁵ Carmeli A. et al., 2011

²⁷⁶ Martin et al., 2016

²⁷⁷ Sparrowe R. T. & Liden R. C., 1997

²⁷⁸ Blau P., 1964

²⁷⁹ Sharifkhani M. et al., 2016

²⁸⁰ Anand S. et al., 2018

Consequently, the next hypothesis is derived as below.

H2: LMX has a positive effect on Employee Performance.

2.11.3 T&D and Employee performance.

A study by Sultan et al. (2012) suggests that employees are expected to perform better if they have received on-job training compared to other employees who have received off-the-job training. This difference exists due to massive experience of the real job environment in on-job training and the increased information and abilities needed to perform on-job tasks.²⁸¹

However, off-job training is proven as complementary to on-job training by results of past research. A study of previous literature suggests that the training of employees have a strong positive relationship. Training is considered as one of the core practices of HRM by Elnaga and Imran (2013), suggesting the positive impact of training on the knowledge, abilities and the quality of worker and hence, results in a high level of performance.²⁸²

A study by Hameed and Waheed (2011) suggested, that employees who are motivated and are well trained possess a high level of confidence and skills and can work even under minimal supervision, thus resulting in lowering the cost of supervision.²⁸³ The mutual relationship of employees with customers improves the efficiency of the company' operation and is a result of the training and recognition of responsibilities.²⁸⁴

Studies suggest that a human resource manager should focus on the enhancement of employee performance to fulfil the future goals and accomplish the present objectives, and therefore, should provide employment opportunities to update their abilities and learn new skills, and other behaviour development practices Nadler (1990).²⁸⁵ The on-job training activities that are given to employees in the workplace provides the benefits of workflow continuity without interruption, and assist employees in accomplishing set goals and desired results. Employees can perform and complete their tasks with excellent outcomes if they have better training and development (T&D) opportunities.²⁸⁶ The other benefits of training and development processes is, that offer new training methods to learn

²⁸¹ Sultana et al., 2012a

²⁸² Elnaga, A., & Imran, A., 2013

²⁸³ Hameed & Waheed, 2011

²⁸⁴ Amin et al., 2013

²⁸⁵ Leonard. & Zeace Nadler, 1990

²⁸⁶ Sitzmann et al., 2008

potential solutions of key issues.²⁸⁷ In order to receive the potential benefits of improved employee' performance, training should be done correctly. There should be an appropriate identification and selection of trainees,²⁸⁸ scheduling of training times, identification of gaps between required skills and abilities and the current situation, and identification of proper training to fill these gaps and change the attitude of the workforce.²⁸⁹ This would result in better employee performance with improved skills, increased knowledge and positive behaviour and a contribution to the success of an organization.²⁹⁰ (See chapter 2.6 for in deep explanation)

In summary of the above justifications, the third hypothesis is derived as below.

H3: T & D has a positive effect on employee performance.

2.11.4 Organizational culture and employee performance.

Schein (1990) defined organizational culture as a collective grouping of shared values, thoughts, principles, and expectations among the participants of a corporate set up.²⁹¹

As the members of an organization rely on these principles and make their decisions in the direction of these shared values, organizational behaviour is highly influenced by these values and they in return have a deep influence on the effectiveness of an organization's operations.²⁹² In addition to this Schein (2010) further elaborated on the concept of common learnings of a series of behaviour that can be inherited from one generation by the next generation members of that particular organization, under the definitions of organizational culture.²⁹³

A positive relationship between the effectiveness of an organization and its culture is evident from the current prevailing literature. The contribution of positive organizational culture in the effectiveness of an organization elaborates on the four extents of organizational culture including consistency, adaptability, mission and involvement. In addition to this, the significance of cultural flexibility and structure is argued by Gold, Malhotra, and Segars (2001) confirming it vital to nourish the collective and shared

²⁸⁷ Sitzmann & Weinhardt, 2016

²⁸⁸ Judy McKimm & Carol Jollie, 2003

²⁸⁹ Arthur Jr. Winfred et al., 2003

²⁹⁰ *ibid.*

²⁹¹ Van Riel C. B. & Fombrun C. J., 2007

²⁹² Tsui et al., 2006

²⁹³ Schein E. H., 2010

culture to prevail in all divisions of an organization.²⁹⁴ The culture of that organization influences the behaviours of individual employees, and there, the adaption of structural and cooperative culture in an organization will affect the individual employees and will formulate the employee's behaviour. Performance of employees will be improved from the collective interaction between employees and the culture of an organization.²⁹⁵

A strong relationship among employee has resulted from the collective working of employees in a team. Hence, employees assist each other and put in the joint effort for goal accomplishment which results in a higher level of productivity and employee satisfaction.²⁹⁶ Collective, cooperative and innovative decision making can provide an employee with opportunities to help them practise their control and power over a specific assignment, and hence contributes towards the progression of supportive organizational culture at that workplace.²⁹⁷ The implementation of this supportive culture provides employees with satisfaction as they perceive their welfare and development as being one of the goals or values of the employer.²⁹⁸

To reciprocate, supportive behaviour of an employer, the employee feels obliged to work for the organizational benefits and, therefore, show more commitment and positive work behaviour.²⁹⁹

Hence, to improve the performance of employees in an organization, the significance of organizational culture is vital.³⁰⁰ In this study, the theoretical basis is the relationship between behaviour of employees of an organization and its culture.

The study has shown that positive and supportive organizational culture results in the intrinsic motivation of employees.³⁰¹ The study was conducted to examine the impact of corporate culture on the productivity of an organization and employee performance.³⁰² The results concluded, that employees tend to work hard and put in efforts to deliver extra performance and to be satisfied with themselves in supportive organizational cultures.³⁰³ (See chapter 2.7 for in detail explanation).

²⁹⁴ Andrew H. Gold. et al., 2015

²⁹⁵ Pujiono et al., 2020b

²⁹⁶ Ogbonnaya et al., 2017

²⁹⁷ Ogbonnaya C., & Messersmith, j., 2018

²⁹⁸ Ogbonnaya Chidiebere, 2019

²⁹⁹ Pare, G, Tremblay, M., 2007

³⁰⁰ Grunig J. E. & Dozier D.M., 2003

³⁰¹ Soomro & Shah, 2019

³⁰² Bindu Gupta, 2011

³⁰³ Maartje & Jozef R. P., 2020

The employee in an organization requires a culture oriented relationship, which require essentially employee' internal needs of self-esteem, achievement and appreciation and recognition of their work as external factors. The success level and performance of an employee in a particular field depends on the culture in that specific field.³⁰⁴

In summary of the preceding justifications, the fourth hypothesis is derived as below.

H4: Organizational culture has a positive effect on employee performance.

2.11.5 Leader expectation and organizational commitment

Kierein and Gold (2000) and McNatt (2000), related measures of performance to the expectations of a leader in their meta-analysis research studies.³⁰⁵ The results concluded from these studies can be implemented for the engagement of employees in learning events because these learning activities of employees are one of the vital elements of the domain performance.³⁰⁶ The results of the research study show the positive performance of employees and organizational commitment resultant from employee empowerment and expectation of leaders.³⁰⁷

Employees tend to be work more collectively, mutually, with a higher level of responsibility and showing a high level of commitment in the performance of an assigned task when their engagement level is high. Explicitly, the employee drives their personal energy into physical, perceptive and emotional labour, to involve themselves fully into performance, when they are highly engaged.³⁰⁸ (See chapter 2.3 for in detail commitment explanation)

This argument is supported by the research of Darley (1980) which states that the employee's performance is levered by the expectations of the leader along with the concept of a mentor relationship where leader stimulates the employee development by themselves.³⁰⁹

Consequently, the next hypothesis is derived as below.

³⁰⁴ Haerani et al., 2020

³⁰⁵ McNatt, 2000

³⁰⁶ Eden, 1992b

³⁰⁷ Saleem et al., 2019

³⁰⁸ Yang et al., 2009

³⁰⁹ Darley & Fazio, 1980

H5: Leader expectation has a positive effect on organizational commitment.

2.11.6 Leader-member exchange (LMX) and organizational commitment.

Research scholars widely use two theoretical statements to explain the relationship of LMX and organizational commitment; the first theory argues the more support and assistance both in terms of emotions and material is given from the leader to an employee will result in a high-quality LMX as compared to the others.³¹⁰ This encouraging support creates a reciprocal feeling among the employee to return this favour. The employees, in order to return these favours, create strong bonds with organizations which are supported by the employee's reciprocation and social exchange theory.³¹¹

The other theory supports the fulfilment of employees' socioemotional needs, such as the approval, self-esteem, connectivity, and emotional support in the presence of high-quality LMX and thereby creates structured supportive and constructive work environment.³¹²

In the presence of fulfilment, an employee may like to associate their work role with social identities and develop a strong sense of belonging with organizations.³¹³ So, the contribution of high-quality LMX to foster commitment is evident from these arguments.³¹⁴ (For further commitment explanation see chapter 2.3)

In summary of the preceding justifications, the sixth hypothesis is derived as below.

H6: Leaders-member exchange (LMX) has a positive effect on organizational commitment.

2.11.7 T&D and Organizational commitment.

The connective and related implementation of training and empowerment shows a high level of employee commitment to work and leads to higher outcomes of performance, where the organization takes care of employees.³¹⁵ Suggested benefits provided to an

³¹⁰ Jeung C. W. et al., 2017a

³¹¹ *ibid.*

³¹² Gouldner A. W., 1960

³¹³ Rhoades et al., 2001

³¹⁴ Jeung C. W. et al., 2017b

³¹⁵ Ariani, 2013

employee from the organization's sources from training and other development activities obliges employees to return these as favors of service. Therefore, an employee shows a positive attitude, constructive behaviour and demonstrate more commitment to work.³¹⁶ Studies on the employee' commitment show that an increase in employee' commitment is observed with training that assists in the supportive attitudes of employees in terms of dedication and connection to the organization.³¹⁷

Organizational performance can be higher in the presence of higher motivation among employees which can be fostered through training and other development activities. Since these activities provide the employee with the feeling of being part of the organization, the satisfaction and commitment of employees regarding an organization is enhanced by training, and that also contributes to high performance.³¹⁸

Commitment, behaviour, mood, and psychological level of involvement are also positively impacted by training and result in, influencing an individual's performance. This performance impact can be observed both in the form of employee' work efforts or in their behaviour of social involvement and organizational sense of belonging.³¹⁹

Employees devote extra time and struggle more to achieve better work performance, as they feel excited and content about their work role, and feel satisfied being defined in the context of what they do. These feeling do prevail in the scenario of the high commitment of people. So highly committed employees like to form their identity with that of organization and therefore are highly interested in organizational success.³²⁰

Consequently, the next hypothesis is derived as below.

H7: T&D has a positive effect on organizational commitment.

2.11.8 Organizational culture and organizational commitment.

An important determinant of employee 'commitment for an organization is organizational culture,³²¹ which can play its role in desired performance outcomes due to its influence

³¹⁶ Otieno et al., 2015b

³¹⁷ Nawaz et al., 2014

³¹⁸ Amanda et al., 2013

³¹⁹ Sanneh, L., & Taj, S. A., 2015

³²⁰ Rashid et al., 2011

³²¹ Joo, 2010

on the employee motivation in addition to its role of enhancing the employee' commitment in an organization.³²² The culture influence on the commitment level of employees is based on the association of culture with the behaviours, fundamental thoughts and principles laid out by an organization. Along with that, the culture is proved to be a determinant of organization success or failure.³²³ In addition to progressive contribution to goal achievement by organizational culture, more specifically, an employee commitment to the organization and its target is built up by a reassuring culture.³²⁴

Additional research by Manetje and Martins (2009) supports the commitment of employees to an organization as a result of the culture of that organization. The study suggested that instead of a dominant culture, the best fit of culture in accordance with the goals and values of individual employees, in what constructs their commitment to the organization.³²⁵ Moreover, the values believed in, and behaviour of employees which differs from one to another. They carry these differences of values and beliefs in an organization which makes it difficult for these employees to show organizational commitment, due to the difference in reflection of these values in various cultures.³²⁶

Organizational culture is significant for employee commitment to an organization. The positive impact of culture can be observed in the scenario, where a person and culture of an organization are found to be complementary.³²⁷ In addition to this, the culture of an organization is found to be a strong interpreter of organizational commitment.³²⁸ (See chapter 2.3 & 2.7 for deep explanation).

More fulfilling organizational culture tends to result in highly committed employees. The difference in culture results in variation in the commitment levels of employees in an organization, as argued by Cheng, Y. et al. (2003).³²⁹

Hence, organisational culture is likely to amplify the positive effect on organisational commitment, as stated in the following hypothesis.

³²² Yazdani & Yaghoubi, 2011

³²³ Felfe, J., & Yan, W. H., 2009

³²⁴ Sabir et al., 2010

³²⁵ Manetje, O., & Martins, N., 2009

³²⁶ Lok, P., & Crawford, J., 2004b

³²⁷ *ibid.*

³²⁸ Simmons, 2005

³²⁹ Cheng & Stockdel, 2003

H8: Organizational culture has a positive effect on organizational commitment.

2.11.9 Organizational commitment and employee performance.

Smith & Meyer (2009: 56) stated that to attain and maintain organizational success, everyone needs to be a part of an organization and, should therefore follow and comply with rules of the organization.³³⁰ The four elements of organizational commitment will be normative, prospective, affective and continuous as the core elements for the realization of organizational objectives.³³¹ Previous research shows that organizational commitment has a positive and vital effect³³² on the performance of employees.³³³ (See chapter 2.2 & 2.3 for in detail explanation).

In summary of the preceding justifications, the ninth hypothesis is derived as below.

H9: Organizational commitment has positive effects on employee performance.

2.11.10 Organizational commitment, Leaders expectation and EP

Neely et al. (2001) states that organizational performance is related to leadership, and the leader needs to show leadership in order to accomplish organizational success.³³⁴ Leadership components that have a substantial impact on the performance of employees, these components include capability, leader's characteristics, and behaviours, along with leadership approach and style. This research opinion provides evidence that a leadership role directs progressive performances by employees. Employees improve their performance in an organization by working in the direction of the company's goals. This direction can be suggested and guided by the leadership of the company.³³⁵

Servant leadership relations are also discussed in previous empirical research, in the context of its link with employee performance and organizational commitment. Linjuan

³³⁰ Smith, C. & Meyer, G., 2009

³³¹ Suliman, 2002a

³³² Khan et al., 2010b

³³³ Suharto. & Budi Cahyono., 2005

³³⁴ Neely et al., 2001

³³⁵ J. E. Mathieu. & D. Zajac., 1990

and Stacks (2013), in their study, presented arguments for the organizational reputation influenced directly by the perception of employees. These perceptions are directly influenced in a positive way by high leader expectation from the organization and indirectly by the empowerment of employees by their leaders.³³⁶

Hence several empirical types of research on this relationship of organizational commitment and leader, as well as the impact of organizational commitment on performance, have helped to identify the direct impact that leadership has on performance, with the indirect effect of leadership on performance being evident through organizational commitment.³³⁷

Previous studies have explored the relation of employee performance, along with a commitment to organizations. The findings on employee commitment, loyalty and workplace by Brown et al. (2011) state that organizational commitment has impacts on the employee performance.³³⁸ The organization's impact on the bank employees is studied by Memari (2013), where again organizational commitment is proved to have a significant effect on the performance of employees.³³⁹ In addition to this, the influence on job satisfaction and employee performance by organizational commitment, and the study found leadership and employee performance are highly influenced by organizational commitment.³⁴⁰

Hence, the organisational commitment is likely to amplify the mediation role between LE & EP, as stated in the following hypothesis.

H10: Organizational commitment mediates the relationship between Leaders expectation and employee performance.

2.11.11 Organizational commitment, LMX and EP

One of the highly examined and explored categories of organizational commitment is Affective Commitment (AC) which is defined as the emotional attachment of an employee along with their involvement and identification with an organization.³⁴¹ An

³³⁶ Linjuan & Stacks D. W., 2013

³³⁷ MacKinnon et al., 2002

³³⁸ Sarah Brown. et al., 2011

³³⁹ Memari et al., 2013

³⁴⁰ Gunduzalp & Ozan, 2019

³⁴¹ Meyer J. P., Allen N. J., 1991

employee uses and values, principles of an organization in forming part of their identity when the commitment level is high.³⁴² An employee feels proud to be part of that particular organization as shown by their self-identification by the organization. Various factors, including the job design, organizational justice and leadership support in an organization, are considered to be the determinate for the enhancement of emotional attachment of employees due to their positive impact on AC.³⁴³ Among all the determining variables, leadership is considered as most strongly related to AC, specifically in a highly quality leader-member exchange relationship.

Individuals consider issues of the organization as issues of their own, and relate to the organization on a family level when they have a healthy level of AC. So the problem created by the low level of performance is compensated for by the high level of organizational³⁴⁴ commitment, as employees make more effort to achieve organizational goals and put an emphasis on the collective benefits rather than scoring individual welfare.³⁴⁵ Moreover, the high level of organization commitment leading towards high performance can also result from the intense emotional bonding among a leader's positive behaviour and an individual, as suggested by various research studies.³⁴⁶

Therefore, most of the previous literature has suggested to maintain high organizational commitment in the presence of positive behaviours of leaders.³⁴⁷ This can be exemplified by commitment-trust theory, as the demonstration of high commitment by an individual results in a high level of individual performance.³⁴⁸ So, in a culture of knowledge transfer, AC is considered as the vital element.³⁴⁹ Additionally, forecasting of attitude, AC is considered as the constant factor in assisting the extra-role behaviours of employees, by various research studies.³⁵⁰ (See chapter 2.3, 2.5 & 2.2 for further understandings).

In other words, the present study implicitly constructs a model in which organisational commitment plays a mediated role in the LMX and employee performance.

³⁴² Gaudet M. C. & Tremblay M., 2017

³⁴³ *ibid.*

³⁴⁴ Currivan D. B., 2009

³⁴⁵ Joo B. K., 2010

³⁴⁶ Curtis M. B., Taylor E. Z., 2018

³⁴⁷ Pee L. G., Lee J., 2015

³⁴⁸ Jarvenpaa S. L., Staples D. S., 2015

³⁴⁹ Hashim K. F., Tan F. B., 2015

³⁵⁰ Ng T. W., Feldman D. C., 2011

Hence, the organisational commitment is likely to amplify the mediation role between LMX & EP, as stated in the following hypothesis.

H11: Organizational Commitment mediates the relationship between Leaders-member exchange (LMX) and employee performance.

2.11.12 Organizational commitment, T&D and EP

Employees who have a positive attitude towards an organization and its core principles as suggested by Men (2015), and various conceptual frameworks are presented to demonstrate Organisational commitment as mediating variable.³⁵¹ The employees who are highly engaged with an organization are perceived to have a high level of business awareness and to show work collaboration with peers as to benefit the organization with high performance.³⁵² Hence, the commitment level of an employee towards an organization and its value is the determinant for the performance level of an employee.³⁵³ Men (2015) uses the catalyst elements for employee performance, namely energy, involvement, work efficiency and dedication along with enthusiasm and positivity, to categorize the commitment. Engaged employees possess a positive attitude, and the employee contributes with more mental presence when keeping a work-related mind-set categorised by strength, dedication, and absorption, which reduce the occurrence of mistakes and inaccuracies.³⁵⁴ Gichohi (2014) explains that commitment of employees in the workplace results in positive emotions due to a high level of creativity, attention and high absorption in work. This results in an increased level of commitment by the employee, which leads towards a positive relationship between employees' performance and commitment.³⁵⁵

Therefore, the commitment of employees is predicted to be a determinant of their performance due to its directive positive behaviour including, creativity, organizational citizenship and effectiveness, of employees.³⁵⁶ Employees show a high level of commitment to organization when they are taken care of by the organization through

³⁵¹ Men, 2015

³⁵² Ologbo & Sofian, 2013

³⁵³ Ologbo, A. C., & Sofian, S., 2013

³⁵⁴ Shantz et al., 2013b

³⁵⁵ Shantz et al., 2013a

³⁵⁶ *ibid.*

training and development programs and hence resulting in better outcomes and higher performance.³⁵⁷ (See chapter 2.3, 2.6 & 2.2 for in deep explanation)

In summary of the above justifications, the twelfth hypothesis is derived as below.

H12: Organizational commitment mediates the relationship between T & D and employee performance.

2.11.13 Organizational commitment, organizational culture and EP

A variable can function in a mediating role depending upon its relationship with the independent variable and its impact on dependent variables.³⁵⁸

Organizational commitment is predicted to be the mediating variable according to the current study, and especially in the study of the relationship between the organization's culture of intentions of turnover and leadership behaviour. Organizational commitment has mostly been studied as an independent variable, and its effect is observed on the outcomes of work, including absenteeism and staff turnover. Whereas, the personal factors are discussed as influencing the organizational commitment when studied as a dependent variable.³⁵⁹

A literature review suggests that the mediating role of organization in analysis of performance and working conditions. Moreover, a study by Tumwesigye (2010) shows the relationship between job satisfaction and intention of turnover are mediated by organizational commitment.³⁶⁰ Whereas previous research contributes to the support the mediating of organizational commitment for turnover intention and organization support. Along with this, the study of the relationship between work (job performance & job satisfaction) with leadership behaviour by Rose et al, (2009) establishes organizational commitment as a potential influencing variable.³⁶¹ The study of work performance and organizational learning by Rose, Kumar, and Pak (2009) indicates the mediating role of organizational commitment in this study. Sahin (2011) established the mediating impact

³⁵⁷ Otieno et al., 2015a

³⁵⁸ Baron & Kenny, 1986b

³⁵⁹ Suliman, 2002b

³⁶⁰ Tumwesigye, 2010

³⁶¹ Rose et al., 2009

of affective commitment in the association between turnover intention and psychology climate. Another study examining the relationship between cognition of withdrawal (intention to quit and thoughts of quitting) and job security by Davy, Kinicki, and Scheck (1997) also found organizational commitment mediates the effects of this relationship.³⁶² (See chapter 2.2, 2.3 & 2.7 for in detail explanation)

In summary of the preceding justifications, the second last hypothesis is derived as below.

H13: Organizational commitment mediates the relationship between organizational culture and employee performance.

2.11.14 Gender as a moderating variable

Broad bridge and Hearn (2008) define gender as a cultural and social formation that goes behind differences in dichotomous of sex (male/ female), wherein gender has a connection to the relationships within and between men and women. They classify management trends to gender in the parallel and straight division for labour, including the value and authority assigned to gender role. The result indicates the estimation of traditional male role and the expectations that women would perform greater sensibility for interior responsibilities.³⁶³

According to Pringle (2008), general impression about gender come in mind in a heterosexual frame and are built through social practice and social interaction. Meaning is derived of the situation both implicit and explicit by gender norms.³⁶⁴ Various studies indicate results on the relationship between gender and organisational commitment,³⁶⁵ such as Popolla (2009) shows the positive moderation between organisational commitment and gender.³⁶⁶

Opayemi argues that females are comparatively more committed to their organisations than males.³⁶⁷ Other studies show that gender has no significant role on organisational commitment Ahmad & Abu bakar (2003).³⁶⁸ Ndubisi (2006) highlighted that male and

³⁶² Sahin, 2011

³⁶³ Broadbridge & Hearn, 2008

³⁶⁴ Pringle, 2008

³⁶⁵ Noman Aftab. et al., 2020

³⁶⁶ Popoola, 2009

³⁶⁷ Opayemi, 2004

³⁶⁸ Ahmad & Abu bakar, 2003

female employees are both inconsistent in decision making processes,³⁶⁹ such as financial decisions, preference for work schedule and absenteeism.³⁷⁰ In many studies it has been found that there is a mix effects of gender on employee's attitude and performance.³⁷¹

However gender as a moderation was found to have an effect on outcomes such as performance, commitment and job involvement.³⁷² Additionally, this moderating variable is tested for the purpose of new theoretical insights.³⁷³ These different results motivate the move to analyse traditional models and to explore whether gender moderates between organisational commitments and employee performance in the context of the current study.

The hypothesis is derived as below.

H14: Gender moderate relationship between organisational commitment and employee performance.

³⁶⁹ Chua et al., 2019

³⁷⁰ Ndubisi, 2006

³⁷¹ Baghat & Williams, 2008

³⁷² Bernardi & Guptil, 2008

³⁷³ Andersson et al., 2014

2.12 Summary of the chapter

This chapter provides an extensive review of the literature on leader's expectations (Pygmalion mechanism), Leader-member exchange (LMX), T&D, Organizational culture, organisational commitment and employee performance. This chapter presents the theoretical framework of the study. It also discusses the concepts of employee performance, LE, LMX, T & D, and OCL. Furthermore, this chapter explains the gaps in the literature, underlying theories and development of hypotheses.

This chapter introduced the review of literature which began with a general view about the dependent variable of employee performance, including its definitions, foundations and measurements. The chapter then introduced the independent variables of the study namely leaders expectation (Pygmalion mechanism) Leader-member exchange (LMX), T&D, and Organisational culture (OCL) along with mediating variables of organisational commitment. Moreover, this chapter proceeded to introduce the moderating variable in the study, namely gender. The following chapter (Chapter 3) will discuss the complete methodology design.

Ch 3 : Research Methodology

3.1 Introduction

The research methodology consists of the complete scope of activities undertaken to find a solution to a particular problem. The research process is concerned with identifying patterns and carrying out deep exploration in order to answer the research questions. There are various types of scientific research methodologies which have different research designs and approaches that can be adopted during the research process. The choice and selection of appropriate research approach and strategy depends on the research objectives and research questions.³⁷⁴

This chapter could be termed ‘most valuable and vital’ in the context of understanding the pattern through which research finds the answers. This chapter describes the details of the methodological issues related to practical research carried out. This chapter is organised in the following sections.

The first section is 3.1 with an introduction of research methodology. More specifically, Section 3.2 explains research philosophy and different research philosophies types and after that goes further to suggest the research philosophy which leads this research. In contrast, section 3.3 describes the rationale of the research approach for this study. Section 3.4 explains in detail the research design, whether quantitative or qualitative design is chosen. Section 3.5 discusses in detail the target population of this research, the target audience, the size of the sample and explains the adopted sampling techniques. Section 3.6 explains the types of the instruments taken into this study while section 3.7 discusses the measurements of the research variables and describes in detail where these instruments are adapted. Section 3.8 explains the questionnaire format and design for the data collection. In section, 3.9 the output of the pilot study is shown while section 3.10 discusses the sources of data collection and procedures followed in this research.

Additionally, section 3.11 describe the techniques adopted in data analyses and section 3.12 describes ethical considerations, and finally, section 3.13 concludes and summarizes the chapter.

³⁷⁴ William G. Zikmund, 2000

3.2 Research philosophy

The research philosophy is a concern with the source, type and generation of knowledge.³⁷⁵ In other words, research philosophy is a concern about how information about a particular problem would be collected, examined, and elaborated. The research philosophy provides an accurate and precise pattern to research activities and its assumption about the development of new knowledge. Knowledge creation is about new dramatic theory or results for the betterment of humanity. Even if we are addressing some specific issues in a particular area, it means we are nonetheless, developing new knowledge.³⁷⁶

The research philosophy is explained in detail below and how this works in the research process. The figure below shows the complete research steps. In this research onion, the outer layer is about the research philosophy which guides what is the first and foremost topic to describe in the research methodology.

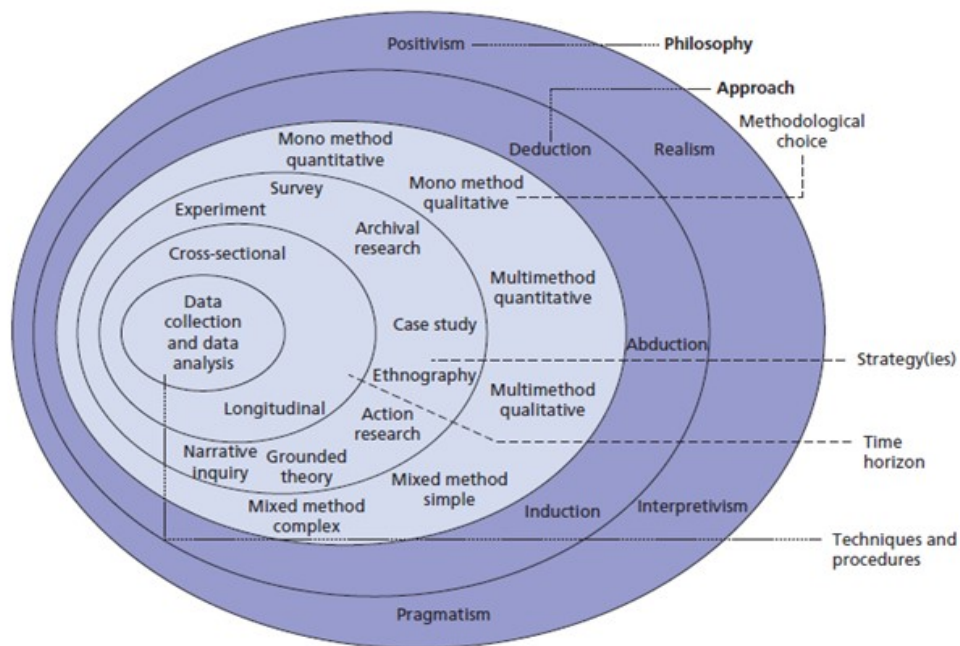


Fig: 3.1 Research Philosophy in the “research onion”.³⁷⁷

³⁷⁵ Bajpai, 2011

³⁷⁶ M. Lewis et al., 2019

³⁷⁷ M., Lewis, P. and Thornhill, A., 2012

In the research process, the knowledge about the research philosophy is a primary step. Equally, the understanding of ontology and epistemology is vital in understanding the concept of research philosophies. The understanding of the concept of ontology and the epistemology influence researcher choice. This includes, which sort of data to collect. Collecting the data correlates to the extent of desirability of research findings.

Ontology is about people's perception of reality that currently exists. Whether people have in their mind subjective or objective reality. Ontology explains how people think about the world and epistemology is concerned with the pattern of ascertaining the nature of reality that exists in the world. Therefore, overall research philosophy is a set of assumptions, perception and beliefs which guide the researcher in understanding a phenomenon.³⁷⁸

The research philosophy empowers the researcher to take a decision on which approach is most appropriate in this context and why. Thus, before finalising the research philosophy, it is imperative to have sufficient knowledge about the different research philosophies.³⁷⁹

The choice of research philosophy depends on the nature of the research. There are reasonable differences among research that focus on the facts. Scholars argue that it is imperative to have detailed analysis, philosophy, approach, and design to accomplish the research objectives.

3.3 The choice of research philosophy

The research philosophy determines the practical research approach to be adopted for a particular study. The choice of positivist over interpretivist research philosophy showed primary concern for discussion, as well as between quantitative and qualitative research method. However, development in the latest research emphasizes the importance of pragmatism and realism philosophy.³⁸⁰

Moreover, differences among these three research philosophies are discussed in the table below and as well as their data collection strategies.

³⁷⁸ Holden & Lynch, 2004

³⁷⁹ Saunders et al., 2009

³⁸⁰ E. Bell et al., 2018

	Positivism	Interpretivism	Pragmatism
Famous data collection Method	well structured, Large samples, Measurement, quantitative, but can use qualitative	Small, Samples in-depth. Investigations, qualitative	Mixed or Multiple Method design, Quantitative and Qualitative

Table: 3.1 Choice of research Philosophy

Research philosophies and data collection methods.³⁸¹

3.3.1 Positivism

The positivism explanation differs from author to author depending on who describes the area of research philosophy. The positivist strongly argues that there is only one way to reach the truth, which is science. Positivism depends on the numeric quantifiable observations that can be analysed through the statistical method. It has been observed and believed in the empiricist view that the positivism knowledge structure comes from the human experience.³⁸²

A positivism philosophy point of view is closer to natural research and depends on the observable truth to produce law-like generalisation. The positivist focuses strictly on the scientific evidence to show clean and clear information which cannot be altered by human interpretation or by any kind of bias.³⁸³

Positivist researchers base their logic on this: that the aim of the research is to describe a specific concept which can be measured directly through quantitative observation. Positivists also believe that any reality or fact that exists, can be unveiled or discovered through the scientific procedure. By analysing the observations statistically, the relationship that exists among variables can be found.

³⁸¹ *ibid.*

³⁸² Collins, 2010b

³⁸³ Crotty, 1998

The positivist researcher adopts a deductive reasoning method to perceive the concept in depth. Therefore, a positivist is interested in examining the available theories rather than constructing the new concept, and in that context the hypothesis is designed and verified.³⁸⁴

In a practical context, positivists break down large phenomena into small concepts in the shape of variables so that they can be comfortably analysed quantitatively. Positivists are involved with strict repetition of their research, the reliability of the observations and the generalizability of the study. The research method of positivism is quantitative in practice. A philosopher believes that research should be independent of the subject from every aspect.³⁸⁵ Moreover, in positivism philosophy, the researcher should remain separate from the research, and there should be no human interest within the research work. Crowther and Lancaster state that mostly positivist researchers follow a deductive reasoning research approach.³⁸⁶

Scientists highlight that if a researcher considers a positivist approach to their research, then they believe that they remain separate from their research participants and that their analysis can be purely objective. Here independence means that the researcher should keep minimal contact with their research participants when carrying out their research work.³⁸⁷

Thorough research with the positivist pattern is entirely based on reality and takes the world as an external factor.

3.3.2 Interpretivist or constructivism

Interpretivism, is also known as constructivism. Interpretivist research relates to analysing human concern or interest in the research.

In an interpretive view, the researcher considers that the only way to get the truth is through social constructs like consciousness, feelings and language. The development of interpretive philosophy came into existence because of a strong critique of positivism, especially in social science.³⁸⁸

³⁸⁴ *ibid.*

³⁸⁵ *ibid.*

³⁸⁶ Crowther & Lancaster, 2008

³⁸⁷ Wilson, 2010a

³⁸⁸ Myers, 2008

Furthermore, these philosophers strongly focus on qualitative data analysis over quantitative research methods. Interpretivist research philosophy is more related to the position of idealism. Idealism focuses on combining different approaches, such as phenomenology, constructivism, and socialism, which refuse the objectivist concept. The means resides separately of the consciousness.³⁸⁹

Interpretivism is the focus of in-depth analysis of a particular phenomenon. An interpretivist philosopher argues that people perceive the world based on their life observations, expectations and experience. Consequently various explanations of a specific phenomenon come forward.

An interpretivist argues that many facts exist about a single phenomenon, and that's why researchers explain different phenomena differently, based on contextual factors. Hence, this leads to a variety of explanations. Rather than analysing existing concepts or theories, interpretivist concentrate on the discovery of new approaches through an inductive process of reasoning. By this philosophy, the approach is opposite to positivism. An interpretivist argues that researchers should not be independent from the concept being researched. In this context, they use research methods such as interviews, focus groups, observation, and they don't believe in generalization of the research results.³⁹⁰ According to the interpretive approach, they argue it is essential that the researcher act as a social person to accept differences between different respondents.³⁹¹

Furthermore, interpretive research usually concentrates on the meaning and may adopt multiple research methods to analyse the different aspects of the problems. The primary dissimilarity between these two (Positivist & Interpretivist).³⁹²

³⁸⁹ Collins, 2010a

³⁹⁰ *ibid.*

³⁹¹ Saunders et al., 2012a

³⁹² Ramanathan, 2008

Research philosophy is discussed in details in this table below.³⁹³

Assumptions	Positivism	Interpretivist
Nature of fact	Single, Objective, tangible,	Socially constructed,
Goal of research	Explanation, Strong prediction	Understandings, weak prediction
Choice of interest	What is average, general and representative	What is focused, specific, unique,
Needed details	How many people do particular, or have a specific problem	What particular people think and do, which type of problems they face, and how they tackle them.

Table: 3.2 Positivism and interpretivist comparison

These philosophical concepts are opposite to each other. Positivist research follows the point of the existence of material, fact or any object but interpretivist believes that the world is based on verbal and subjective means.³⁹⁴

The interpretivists base their approach on the subjective facts such as feelings, emotions, and truths but refuse to accept the objective evidence to get to the truth. Similarly, interpretivism focuses more on concepts that cannot be seen or counted directly, such as human feelings etc.³⁹⁵ The positivist philosopher believes in the subjective measurement of concept. Positivists believe that the research aim is to find out the truth.³⁹⁶

3.3.3 Pragmatism

The philosophers Charles Pierce, William James and John Dewey in the early twentieth century discovered the pragmatism approach. The pragmatist argues that there is not any one hard and fast pattern to answer research questions, but that there are many other ways

³⁹³ Littlejohn & Foss, 2009

³⁹⁴ Novikov & Novikov, 2013

³⁹⁵ *ibid.*

³⁹⁶ *ibid.*

of investigating a problem. Similarly, there is not only one perspective of observation of the entire situation, but rather more than one is reality.³⁹⁷

The pragmatism research philosophy is in between objectivism and subjectivism. From this viewpoint, the hypothesis, concepts, or theories are not in summarised form, but rather in the form of regulation.³⁹⁸ This sort of research philosophy addresses a research problem and aims to add a practical solution that predicts future practice. This kind of research is initiated due to an uncertain situation where something is wrong, which in turn generates belief in the research method when the problem is solved.³⁹⁹

Moreover, in pragmatism research philosophy, the most significant factor is the research question. Pragmatics combines research philosophy (positivism and interpretivism) concerning the research question. Pragmatism philosophy can combine many research methods such as quantitative and qualitative research.⁴⁰⁰

The table describes in detail all three philosophies positivist, interpretive and pragmatism.

	Research Approach	Ontology	Axiology	Research strategy
Positivism	Deductive	Objective	Value-free	Quantitative
Interpretivist	Inductive	Subjective	Biased	Qualitative
Pragmatism	Deductive/ Inductive	Objective or subjective	Value free/ Biased	Qualitative and/or quantitative

Table: 3.3 Positivism, interpretivism and pragmatism.⁴⁰¹

³⁹⁷ M. Lewis & Thornhill, 2012

³⁹⁸ Saunders et al., 2019

³⁹⁹ Elkjaer & Simpson, 2011

⁴⁰⁰ Collis, J. & Hussey, R., 2014

⁴⁰¹ Wilson, 2010b

3.3.4 Choice and rationale of research philosophy

Prominent research philosophies and their features are discussed above in detail. For this research, the positivist view is most appropriate for the following reasons.

1. First, all variables investigated in this research have been examined previously and empirically, appearing in many other different contexts. This research describes the kind of relationship that exists among these variables but in different situations.
2. Second, this research is going to examine existing theories in different contexts rather than discovering and developing new theories. Thus for this context hypothesis, research objectives were developed and investigated.
3. Third, through operationalization, the variables of this research which are under examination were deduced into small elements, so that they could be investigated quantitatively.
4. Fourth, the researcher was independent and had no involvement, remaining separate from research being investigated. Finally, this study took samples for analyses, and its findings were generalizable.

3.4 Research approaches

In the research field, there are three critical research approaches mainly adopted in significant research studies.

- Deductive research approach
- Inductive research approach
- Abductive research approach

Producing a hypothesis out of the research is the major prominent step between inductive and deductive approaches. The deductive approach examines the validity of the theories and hypotheses that already exist in the world, whereas the inductive approach develops new ways, concepts and ideas.

On the other side, the abductive research approach starts with puzzles or surprising situations in the context of their research interpretations.⁴⁰²

⁴⁰² Bryman A. & Bell, 2015a

The table below shows the significant differences between these three main research approaches.⁴⁰³

	Deduction	Induction	Abduction
Logic	In deductive inference, when the premises are correct, the conclusion must also be true	In inductive inference, known premises used to generate untested conclusions.	In an abductive assumption known premises used to create testable conclusions
Generalizability	You are generalising from the general to the specific.	You are generalising from the specific to the general.	This approach generalises from the interactions between the general and the specific.
Use of data	Data collection is used to analyse Hypotheses related to an existing theory.	Data collection is used to explore a phenomenon, identify aim. And create a conceptual framework	Data collection is used to explore a phenomenon, identify aim and patterns, locate these in a conceptual framework
Theory	Existing Theory verification	New theory development.	Theory generation or modification, existing theory where appropriate.

Table 3.4 Choice of research approach

⁴⁰³ *ibid.*

Interpretation of research approaches are very important for any scientific research regardless of the topic or any research area. The methodology chapter explains the significant differences among deductive, inductive or abductive approaches. Furthermore, in this research, we specify the approach through which we are breaking down our arguments into several points.

3.4.1 Deductive approach

A deductive approach involves hypothesis development or a hypothesis developed based on existing theory, after which research design and strategy is adopted to examine the research hypothesis.⁴⁰⁴ Deductive or to deduce, literally means reasoning, so reasoning from a specific perspective to general one. In the deductive approach, a hypothetical reasoning relationship or theory, shown results might be accurate in many cases but not in all of them. A deductive reasoning approach might analyse to see if this connection or relationship is achieved in furthermore general situations.⁴⁰⁵

Moreover, a deductive approach can be explained as developing the hypothesis which is supported by specific theory. More simply, we can say that the deductive approach drives results from the subjective premises.⁴⁰⁶ The deductive research approach is more prominent and acceptable in the social sciences, in approaching key concepts that describe the base of the explanation.

How a deductive research approach works practically in the research is shown in the figure below.



Fig: 3.2 Deductive research approach process.

Six essential steps through which a deductive approach will proceed.⁴⁰⁷

1. Develop an experimental concept, a hypothesis for one or more than one calculate able variable.

⁴⁰⁴ *ibid.*

⁴⁰⁵ Gulati, 2009

⁴⁰⁶ Babbie, 2010

⁴⁰⁷ Mark N. et al., 2019

2. Analyse the previous literature, in some particular condition under which theory proposed, or deduce the testable problem.
3. Analyse the problem and reason, develop them, comparing the reason with existing research theories and if it permits them to take further steps.
4. Examine the problem by collecting suitable data to examine the concept or variable.
5. When the results of the analysis do not support the research problem, the test fails, and the theory is false.
6. When findings of the research are similar to the hypothesis, then the theory is supported.

3.4.2 Inductive approach

The inductive research approach is also called inductive reasoning. The inductive research approach initiates with observations and specific theory which makes suggestions at the end of the research activity as the result of the observation analysis.⁴⁰⁸

Inductive research initiates the search for an arrangement through a sequence of assumptions.⁴⁰⁹ A theory or hypothesis is not assumed at the beginning of the inductive analysis, instead in this research approach, the researcher remains open and flexible in the context of taking a turn from the research direction after the research has originated.

The inductive research approach does not start with a research hypothesis, research questions or with theories. This research approach aims to generate understandings from information collected to justify the relationship in order to create a theory.

Moreover, the inductive approach is not in favour of adopting existing research theories for research question analysis. The inductive research approach starts with a detailed analysis of the world which generates more general ideas.⁴¹⁰

The inductive research approach initiates a research topic, which is likely to generate empirical generalisations and justify pilot relationships as the researcher progresses through his research.

⁴⁰⁸ Goddard & Melville, 2004

⁴⁰⁹ Bernard, 2011

⁴¹⁰ Neuman, 2003

In this research approach, results are not certain until a complete investigation is completed. A hypothesis is not a demand in this approach but it starts with research questions, objectives and aims that need to be achieved during the entire research process.

Inductive research approach research steps can be explained as below in the figure.

In this figure below, it is explained in simple words the inductive research approach, which is referred to as a bottom-up approach.⁴¹¹



Fig: 3.3 Inductive processes in research approach.

As discussed earlier, it is essential to understand the suitability of a research approach, and it is necessary to specify the particular approach adopted. It is appropriate at this stage to include a table for the comparison of both research approaches and an explanation of the choice of the research approach.⁴¹²

⁴¹¹ Lodico et al., 2010

⁴¹² Alexandiris, 2006

Attribute	Deductive	Inductive
Direction	“Top-Down”	“Bottom-Up”
Focus	Prediction changes, validating theoretical construct, focus on “mean” behaviour, testing assumptions and hypotheses,	Understanding dynamics, robustness, emergence, resilience, focus on individual behaviour
Temporal scales	Multiple (deterministic)	Multiple (Stochastic)
Cognitive scales	Single (homogenous preferences)	Multiple (heterogeneous preferences)
Predictive vs Stochastic accuracy	High-Low (one likely future)	Low-High (many likely futures)
Data intensity	Low (group or partial attributes)	High (individual or group attributes)

Table 3.5 Comparison of the inductive and deductive research approach.

3.4.3 Abductive approach

Apart from these two more prominent research approaches another approach is known as the abductive approach which combines both inductive and deductive research approaches. It moves from theory to data analysis

Abductive research reasoning starts with surprising information and completes the research process to justify these surprising facts. The starting puzzles or facts may come to the surface during a research experience with experimental findings which cannot be described by already existing theories.⁴¹³

This research approach addresses flaws and weaknesses related to both inductive and deductive approaches. More specifically, the inductive approach is criticized because of not having evidence from experimental data to generate theory and the deductive research approach is criticized for its lack of clarity in selecting specific theory through a

⁴¹³ Bryman A. & Bell, 2015b

hypothesis.⁴¹⁴ An abductive research approach, is an alternative that enables one to overcome these critics or weaknesses through adopting a pragmatist philosophical perspective.

3.4.4 Choice and rationale of research approach.

The deductive research approach is most appropriate for this study because research nature descriptive which can be generated from the existing theory means of a hypothesis. Simply put the deductive research approach is concerned with deducing results from the data collection.

Because of the existing theory, the deductive research approach adopted in this research study, and design is being used with the hypothesis:

Theory, hypothesis, statistics test and confirmation/ results.

3.5 Research design

The research design is a complete process for collecting information and data analysis. The research design explains the structure and the complete research activities including data collection, data analysis, and data interpretation in such a way that the research objective can be achieved.⁴¹⁵ The phrase research design represents the initial plan or strategy of the research task, which is based on reliable logic and makes it possible to draw valid results from it.

It is always very essential to have a transparent research strategy and design to answer the proposed research objective and questions.⁴¹⁶ The research design is also defined as a blueprint for research that describes the research procedure to be followed by analysis to accomplish the specific research aim.⁴¹⁷

A model research design describes the aim of the research, the research plan, the research settings, the complete research description, the research time concerning each part of the research, and the full framework for how data will be collected and analysed.⁴¹⁸

⁴¹⁴ Saunders et al., 2012b

⁴¹⁵ S. Sreejesh et al., 2014

⁴¹⁶ Geoff Lancaster, 2004

⁴¹⁷ Kumar et al., 2013

⁴¹⁸ *ibid.*

Moreover, the research design depends on the type of study, the aim and nature of the research. Initially, there are three primary research designs, descriptive research design, experimental research design and causal research design.

3.5.1 Exploratory research design.

This type of research is adopted when there is little, or no information available and it is challenging to have information about how that specific type of problem was solved in the past. Exploratory research is undertaken when a researcher needs to explore a particular situation and want to get in-depth knowledge about that specific issue. This sort of research involves the gathering of qualitative data by adopting a qualitative research approach. In the situation where a problem cannot be measured in numbers, there exploratory analysis is suitable. For example, it is possible to measure human feelings and emotions through the traditional quantitative method. Generally, it often adopts a strategy such as a case study, focus group or interviews. The results of the exploratory research are not general to the entire population.⁴¹⁹

Moreover in this research Polonsky and Waller further categorise this type of research design by images, forms, visions, and structure in different media, as well as spoken and printed words and even recorded voice in the qualitative data collection.⁴²⁰

Monette et al. (2010) appreciate the exploratory research method with acceptance of exploratory findings that are not generalizable.⁴²¹ It is recognised that an exploratory research method is more effective in providing accurate data regarding a situation, and a better sense of behaviour, and real-life behaviour, emotions, and feelings in the bigger context. Hence, an exploratory study is more often criticised for lacking generalizability, being based on subjective interpretations and incapable of finding replication.⁴²² Qualitative data collection approaches are used in this research design.⁴²³

3.5.2 Descriptive research design.

Descriptive research design as a phrase, explains that this type of research describes concept or phenomena. This research design collects data from respondents and

⁴¹⁹ *ibid.*

⁴²⁰ Polonsky & Waller, 2011

⁴²¹ Monette et al., 2010

⁴²² Vaus, 2013

⁴²³ Yamagata-Lynch, 2010

represents the subject under investigation. It could be either qualitative or quantitative. The descriptive research design is more famous and suitable when the relationship of various variables has to be examined.

The survey method is a primary source of data collection, for the quantitative research methodology. In a survey, questions relevant to the problem are asked to the target audience using different means to the data collection such as an online, personal or paper questionnaire. Most of these studies are correlational which explain the relationship that exists between observable variables.

Descriptive research design could be cross-sectional or longitudinal. The cross-sectional research is when data is collected at once for the study and longitudinal when data is collected in different times.⁴²⁴

3.5.3 Causal study

This type of research design is proposed when the cause of a particular variable needs to be investigated. Such as when one variable causes a problem by changing other variables.

This type of research is conducted when researchers are interested in understanding a specific variable which creates a problem for others.⁴²⁵ This research is performed to analyse the cause and effect relationship between variables.

3.5.4 Choice and rationale of research design

As it is discussed earlier, research design choice depends on the nature and purpose of the research. In this research, the researcher adopted a descriptive research design.

This research is descriptive and correlational in statistical analysis examining the data and detailed properties of what is being investigated, which is an exact and accurate type of research. This research is most commonly adopted in the field of social science.⁴²⁶

It should be kept in mind that this research is based on examining the relationship between the numbers of variables. The variable titles are leader expectation, leader-member exchange, training and development, organisational culture as controlled variables and

⁴²⁴ *ibid.*

⁴²⁵ *ibid.*

⁴²⁶ *ibid.*

organisational commitment as a mediator and employee performance as an observed variable. Furthermore, in this research, gender is a moderating variable.

3.6 Population, sample and sampling design of the study.

3.6.1 Target population

Population is described as the entire group of elements or group of people in which the researcher is interested in investigating.⁴²⁷ An element is a part, or an individual member of the population. A population is a combined group of elements or units about which the researcher wants to make an investigation. The population can be a group of customers, individuals, organisations, products or just about any topic. Entire elements are groups of the population, in which research focuses to examine the particular problem.⁴²⁸

The population of this research is all middle-level employees in the top ten banks in the three biggest cities of Pakistan, and both private and public, based on the last ten years growth rate.

The table 3.8 below provides the last ten years detailing the collective market share of studied organizations starting from 2009 to 2019. Bank names are, Habib bank limited, National bank of Pakistan, United bank limited, MC bank limited, Allied bank limited, Bank Alfalah Limited, Bank Al-Habib Limited, Askari Bank Limited, Standard Chartered Bank Limited, Habib Metropolitan bank limited.

The top ten banks have a total number of 2835 branches spread across three cities. The 2835 bank branches were considered as the population of this study because the bank branch is considered as a strategic business unit. Employees are the representatives of their organizations who adopt the overall plans, policies, and strategies of their organizations.

⁴²⁷ *ibid.*

⁴²⁸ M. Sarstedt. & E. Mooi, 2014

Description	Number
Target cities	3
Focus banks	10
Bank branches in three cities(Karachi, Lahore & Islamabad)	2835
Middle-level employees	9885
Employees contacted for the survey	650
Respondents	350
Dropped respondents during data screening	70
Valid responses	280

Table 3.6: Population and sample of the middle level of employees from top ten banks.

Source: State bank of Pakistan

Notably, Pakistan being a home country for me means that I can gather data from respondents quickly without any difficulty of cultural difference, language, and so on, and I understand the ethical problems concerning this research in Pakistan. The other important aspect is that there is a shortage of empirical studies concerning leadership and employee performance in the banking sector in developing countries, most especially in Pakistan.

3.6.2 Sample size

A representative of the population is termed as a sample. A sample is a small part of the target population, which represents the whole population. The need to take a sample in study becomes necessary for the following reasons.

First, it is not practically possible to examine the whole population for the sake of the research. Second, the need for generalization of the findings of this study determines that only a portion of the population should be examined, to keep in line with the positivism research philosophy which has guided this study. Consequently, the sample size for this study was systematically determined.

As to the question of sample size selection, the researcher usually would not take a sample less than 50 responses and preferably the sample size should be of 100 respondents or larger.⁴²⁹ Along similar lines, it is described that the sample size of 384 respondents can be taken for any unknown population. For the broad population of Pakistan, this sample size would be appropriate, which would achieve comparatively better accuracy.⁴³⁰ Determining sample size a researcher suggests a sample of between 30 and less than 500 respondents. In the same context Krejcie, suggest that a sample size of 162 would suffice be a good sample.⁴³¹

It is generally accepted that the minimum sample size should be five times as many responses as the examined variables at least. The more acceptable sample size would have a ratio of “10:1”, with 10 respondents to every variable. A proposed minimum ratio of even “20:1” is recommended by some researchers. It should always be the objective of a researcher to obtain the highest sample per variable ratio, since the chances of overfitting would then be minimized.⁴³² Therefore, in this particular research, as there are six variables our sample size would be of at least more than 120 samples.

Flow chart to understand the survey process.

⁴²⁹ Royse et al., 2016

⁴³⁰ Krejcie & Morgan, 1970

⁴³¹ Robert V. Krejcie. & Daryle, 1970

⁴³² Joseph F. et al., 2010

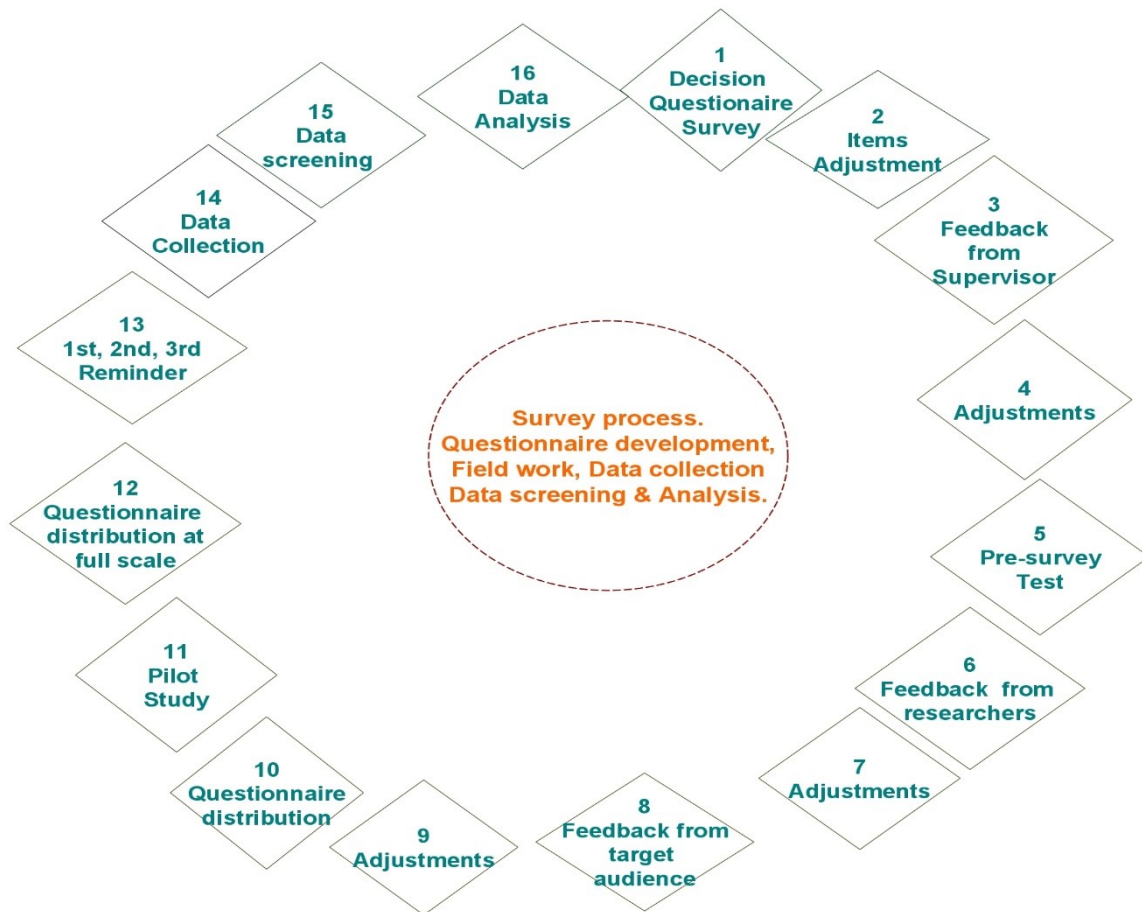


Fig: 3.4 complete survey research process steps

3.7 Research Instrument

De Vaus (2002) explains a research questionnaire as a research instrument or tool where all prepared questions are asked to each respondent in a predetermined order. This research employs a survey research technique where a set of questionnaires is used as the most significant research instrument.⁴³³ As far as administration of the questionnaire is concerned, several techniques have been identified in the literature; self-administered questionnaires, in which the researcher himself or the enumerators who are the researcher's assistants, give out the questionnaire to respondents. Another method of administering questionnaires is by post or by an email.⁴³⁴

Both self-administered and via email administrated present advantages and disadvantages. Email questionnaires are less costly as compared to the self-administered

⁴³³ Vaus, 2002

⁴³⁴ Odis E. Simmons, 2006

questionnaires. Hence, in this particular research the online data collection approach is adopted. The items that will be used in the questionnaire are adapted from well-established measures in the literature on the six variables of the study. The following section presents the measures of each of these variables along with researchers' reference from whom the measures were adopted or adapted.

3.8 Measurements

There are six main variables in this research, namely: Employee performance, Organisational commitment Leaders expectation, Leader-member exchange, Training and development and organisational culture. The following section presents a detailed description of the measurement of each of the specific variables of the study.

3.8.1 Employee performance

Employee performance was measured by five self-reported items from five different aspects, such as quality of work, extra work, hard work, intention to do work, and higher effort.⁴³⁵

For the adopted research items see appendix:

3.8.2 Organizational commitment

The organisational commitment was measured by adopting six valid items. These items were developed by Meyer et al. 1993,⁴³⁶ and he reported an average internal consistency of 0.85 in more than four different researches.⁴³⁷

The adapted research items for the organisational commitment, measure through 7 Likert scale, for items see Appendix.

⁴³⁵ *ibid.*

⁴³⁶ Meyer JP. et al., 1993

⁴³⁷ James B. DeConinck., 2009

3.8.3 Leader's expectation

The employee was asked to consider their view of each of their leaders in term of the following statement by using 7-point Likert scale ranging from strongly disagree (1) to (7) agree strongly.⁴³⁸

The adapted research items displayed in the appendix.

3.8.4 Leader-member exchange

The leader-member exchange was measured by the valid 7- items scale developed by Scandura et al. (1986).⁴³⁹

For the research Items see appendix.

3.8.5 Training & development

In this research, training & development was measured by adapting these 5-items through 7 Likert scale.

The research items were⁴⁴⁰ displayed in appendix.

3.8.6 Organisational culture

In this research, organisational culture was measured by adopting the short version of the Wallach's (1983) organisational culture index with nine items.⁴⁴¹ The organisational culture index developed by Wallach (1983) describes an organisational culture in the context of the dimensions bureaucratic, supportive and innovative organisational culture.⁴⁴²

Therefore, in the present study, three items were included to measure each dimension of organisational culture. Responses to the items were measured with a 7-point Likert scale (1= this does not describe my organisation to 7 = this describes my organisation most of the time).

⁴³⁸ Pamela T. & Steven M. F., 2004

⁴³⁹ *ibid.*

⁴⁴⁰ Hoa, 2016

⁴⁴¹ Wallach, 1983a

⁴⁴² Mansoor M. A., 2015

For adapted research items see appendix.

3.9 Questionnaire design and content

In survey research strategy, the questionnaire is the most common and widely used method for data collection. In social science research, the researcher collects necessary data from the target audience in an economical way. As it is described above, a written form of questions in a structured format on which respondents record their response.⁴⁴³ The questionnaire is prepared in English language since it is an official language in Pakistan. For the banking industry, in all departments it is compulsory for all employees to understand English. Hence English was the language choice for the questionnaire which was easily understandable for all employees. The two main types of questions in a questionnaire are open-ended and closed-ended questions. In open-ended questions the respondent gives an answer according to their personal choice, whereas, in closed-ended questions, the respondent has few limited options in which to offer an answer their questions.⁴⁴⁴

Previous research experience notes that open-ended questions are difficult to answer or need more motivation in order to answer in detail, however closed-ended questions are easy to answer for the respondent.⁴⁴⁵

A questionnaire is one efficient data gathering technique where researchers know the kind of data that is needed in order to answer specific questions and objectives. It allows for quantitative analytical data collection as a large sample. The questionnaire format differs with each research type but is most generally based on the pipeline approach. This being that the questionnaire starts with general questions, like initially asking personal information questions and progresses to more specific information.⁴⁴⁶

A questionnaire can have many questions depending on the objective of the research. This research has six variables, and questionnaires developed for this research contain 38 questions.

⁴⁴³ U. Sekaran., 2003

⁴⁴⁴ Jill collis & Roger hussey, 2014

⁴⁴⁵ Nicholas Walliman, 2018

⁴⁴⁶ Uma Sekaran. & Roger Bougie, 2016

The questionnaire includes the following parts and sections.

S.No.	Name of Scholar	Name of variable	No.of items
1		Demographic question	4
2	Imran A.S. et al., 2018	Employee Performance	5
3	James B. De Coninck., 2009	Organizational commitment	6
4	Pamela T. & Steven M. F., 2004	Leaders Expectation	3
5	James B. De Coninck., 2009	Leader-member exchange	7
6	Hoa., 2016	Training & Development	5
7	Wallach., 1983	Organizational Culture	8
Total	Total		38

The research target audience is middle level bank employees and the questionnaire is developed to get an answer from respondents. In the questionnaire, questions were asked to the respondent in the context of each variable, respectively.

Section 1 was a demographic related question. There were four items to capture the demographic information of the respondents such as age, gender, work experience and qualification. These questions were optional to answer if the respondent didn't want to share their details. Gender: male, female, others (this was optional for those who did not want to expose their gender). Age: 18-25, 26-35, 36-45, 46-55, 56-65 Qualification: Intermediate, Bachelor, Masters, and M.Phil. / PhD Experience: <5-years, 5-15 years, 16-25years, 26> years.

Section 2 was to measure the variables investigated in the research. This section was further split into six more subsections as illustrated below.

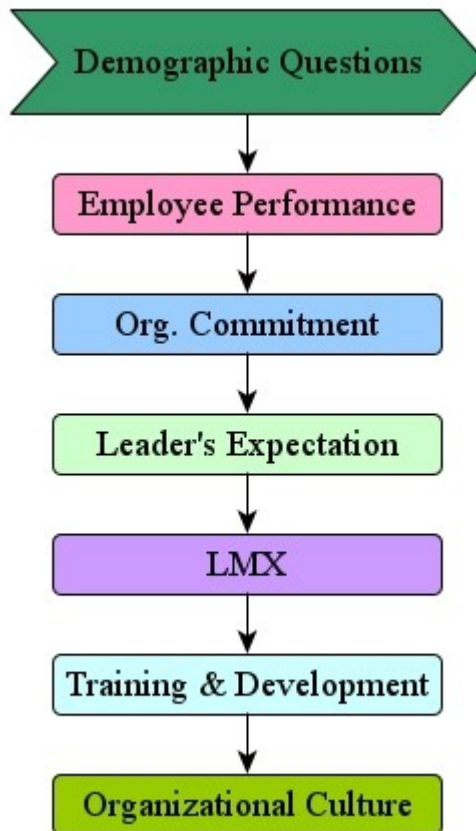


Fig: 3.5 In Questionnaire instruments Hierarchy

As mentioned above, the questionnaire consists of several parts, each designed to reveal or explore a particular aspect of each variable. In second 2, part A consisted of six items measuring employee performance. Part B measured organizational commitment of employees with six items. Part C consisted of 3 items of measuring leaders' expectations towards employees. Part D consisted of 7 items measuring leaders-member exchange (LMX). Part E consisted of 5 items measuring Training and development (T&D), while part F consisted of 8 items measuring organizational culture. There were 38 items in the questionnaire measuring the variables on a 7-point Likert scale to ensure consistency.

The questionnaire, like all other data collection methods, has positive and negative aspects. The positive side of the questionnaire seems to be the ability to reach a relatively large population within a short time and at a low cost. On the other hand, the negative

side of the questionnaire is that it might cause inaccuracy, by non-response, bias or missing data.⁴⁴⁷

3.10 Pilot study

A pilot study is performed as a sample to get feedback from a limited number of respondents before conducting complete research. It helps to understand the accuracy of questionnaire wording or if the questionnaire is adequately understood by the target audience.

Before distributing the questionnaires to the target respondents, a pilot study was carried out on a sample of 39 employees. According to Johnson and Brook (2009), a total number of 30 respondents is a reasonable recommended minimum for a pilot study from the target population. Several researchers in social sciences studies have suggested that to conduct the pilot study, 10 % of the final study size would be deemed sufficient and appropriate.⁴⁴⁸ In order to check the reliability and validity of the instrument, a pilot test was performed with the aim of measuring the research variables before taking the whole questionnaire to field, for the full-scale data collection.⁴⁴⁹

3.10.1 Piloting the questionnaire

The aim of piloting the questionnaire is to refine the wording so that the respondent will have no issue in responding to the question, especially since the more refined questionnaire collected more responses.⁴⁵⁰

The first stage of the questionnaires was conducted under the research supervisor, who was mostly concerned about the content of the questionnaire, in order to ensure that the length of the questionnaire, clarity of instruction and layout were reasonable. Furthermore, this will validate the items by engaging experts' assessment and reliability for the data to be collected.

The second stage of the pilot test was carried out with academics, in-field researchers, and research colleagues one of which has experience in this research field, all culminating in feedback on the content and layout of the questionnaire. At this stage, substantial

⁴⁴⁷ *ibid.*

⁴⁴⁸ Johanson & Brooks, 2009

⁴⁴⁹ *ibid.*

⁴⁵⁰ *ibid.*

comments on the wording was received from those who are familiar with Pakistan, few more modifications were made by changing the wording of the question.

The third piloting stage was on a few of the academic staff at Malaysia and Chinese University in the managerial area, to make some contextual or grammatical corrections of the questionnaire. After all piloting stages, the questionnaire was appropriate to collect a response from the target audience. A copy of the questionnaire is available in the Appendix.

3.10.2 Pilot study's reliability results

In the questionnaire, adapted items should be internally consistent. All items should be measured in a similar context, so in this context, all these items should be proportional to each other. A widely used and valid coefficient for assessing internal consistency is Cronbach's alpha.⁴⁵¹

Reliability of measure shows to what degree it is bias-free, and guarantees stable measurement over that differentiated period. The reliability of measure offers the stability of items and is consistent with each other. If the same instrument is used for the same respondent at the two different times, it needs to be observed whether the results are the same on both occasions.⁴⁵²

Research indicates that measurement should be reliable and precise, where the reliable items receive the same response if a response is re-measured, and results should be the same even if observations were collected from different researchers on different occasions.⁴⁵³

In order to make sure the research instrument prepared to measure the investigated variable in this research meets the reliability criteria, the designed questionnaire was administered to 39 bank employees. After that, reliability scores (Cronbach's Alpha value) for the constructs were determined using SPSS statistics 27.

The below table 3.9 shows the results of the pilot study. The table describes the constructs which were measured, where the number of items measuring each construct, and the Cronbach's Alpha value extracted for the constructs. Statistical Package for social science

⁴⁵¹ J. M. Bland & D. G. Altman, 1997

⁴⁵² DeVellis, 2003

⁴⁵³ *ibid.*

(SPSS) version 27 was used for the reliability test. To achieve reliable data, a pre-test was performed to ensure the questions were right by using Cronbach's Alpha reliability test.⁴⁵⁴

Cronbach's Alpha range	Reliability index
< 0.6	Poor
0.6 – 0.8 or more	Acceptable

In order to measure the internal consistency of the instruments, Cronbach's Alpha coefficient was carried out in this research. The 39 questionnaires, as discussed earlier, were coded using SPSS version 27. A reliability test was run for the data, and the result of the data was satisfactory, thereby indicating that all the variables are reliable with a good Cronbach's Alpha ranging from 0.95 to 0.99, as in table 3.9 below.

Factors	EP	Org Commitment	LE	LMX	T&D	OC	Overall reliability
Cronbach alpha	0.95	0.98	0.95	0.96	0.98	0.98	0.99
No. of items	5	6	3	7	5	8	34

Table3.7 Summary of reliability test for the pilot study.

The above results indicate that all the variables have achieved a Cronbach's Alpha above 0.7 (Cronbach's Alpha from 0.7 and above is considered acceptable).⁴⁵⁵ No item was deleted during the pilot study, which indicates that all the instruments are reliable.

⁴⁵⁴ Lala Rukh et al., 2014

⁴⁵⁵ Christian M. Ringle. et al., 2012

3.11 Data collection procedure

This section describes the source of data and the strategy of data collection and procedure adopted for collecting data from respondents to this research.

3.11.1 Sources of data

Primary source and secondary source are the two leading data collection methods. Primary source data collection is first-hand information collected on the variables examined in the study by the researcher. Preliminary data can be obtained from individuals and focus groups and primary data can be gathered from interviews, questionnaires, or observations. Secondary data is information collected from the source which already exists. Secondary data can be collected from sources like company records, government publications, websites, journals and theses.

For the purpose of this research, the choice of data collection source was primary. A more precisely constructed survey questionnaire was employed in order to collect data about the specific variables which are under investigation. Furthermore, for in-depth understanding on the topic, correlating literature was reviewed.

3.11.2 Data collection methods

Data collection methods vary based on the nature and type of research, and whether research is qualitative or quantitative.⁴⁵⁶ The qualitative research methods adopt such techniques as interviews, observations, and focus groups. Generally, methods of data collection include interviews (whether face-to-face, telephone, or computer-assisted), observations (with or without audio recording or videotaping), and questionnaires (whether administered personally, by the post mail or email).⁴⁵⁷

Predominantly qualitative research approaches make use of interview techniques to collect responses about a specific problem and the structured interview is used when there is a predesigned set of questions to be asked of the respondents.⁴⁵⁸ In an unstructured interview, no pre designed or specific set of questions is asked of the respondents.

⁴⁵⁶ *ibid.*

⁴⁵⁷ *ibid.*

⁴⁵⁸ John Buglear, 2011

Interviews can be conducted face-to-face, by telephone, or online. However, it remains to be an expensive and time-consuming effort to collect the responses.⁴⁵⁹

A written questionnaire in formal shape provides questions with related alternatives to which respondents provide their answers. Generally, questionnaires are designed to manage a large amount of quantitative data, and they are most commonly used in descriptive studies.⁴⁶⁰ Through questionnaires, the data can be collected in person, by mailed post, or by email. Questionnaires as a data collection method are less expensive and do not take up as much time, compared to interviews and observations.

This study makes use of a questionnaire for data collection purposes. The questionnaire was tailored because of the variables under investigation, and quantitative data was needed to answer the research questions and objectives. In this research, as mentioned earlier, to answer the research questions and to achieve the objective, it was decided to adopt the survey approach by applying adapted instruments learned from previous valid research. In the data collection process, Lime survey software was used to get the target audience response.

3.11.3 The cover letter

Saunders et al. (2012) states that for self-administered or adapted questionnaires, a cover letter is important in order to explain the purpose of the current research. The cover letter plays a definite role in getting a better response rate.⁴⁶¹ This research cover letter was a single detailed page from the supervisor, with a Brandenburg Technical University letterhead. It had details about the research title, its objectives and a promise of data and personal information confidentiality, with a focus on the valuable help of contributions for the success of this research.

Moreover, details about whom they should contact in the case of any questions, a mobile phone number and postal address were provided ending in thanking the participants for their contribution.

It is also essential to highlight that, when I talked to some of the respondents they expressed that a letter from a supervisor motivated them to participate in completing the

⁴⁵⁹ *ibid.*

⁴⁶⁰ J. M. Wooldridge, 2013

⁴⁶¹ *ibid.*

questionnaire and this was very useful in achieving a high response rate. A copy of the cover letter is available in the Appendices.

3.11.4 The fieldwork

More precisely, full-scale data collection started at the end of 2019 and ended in August 2020. The target population for this research was the top ten banks in Pakistan. Bank names are, Habib bank limited, National bank of Pakistan, United bank limited, MC bank limited, Allied bank limited, Bank Alfalah Limited, Bank Al-Habib Limited, Askari Bank Limited, Standard Chartered Bank Limited, Habib Metropolitan bank limited. The target audience consists of middle-level bank employees. Out of the top ten banks in Pakistan, the total number of branches amounted to 8,990 from which 2,835 were situated in the three targeted cities. The bank branches were considered to be the population of this study because the bank branches are considered as strategic business units. (See chapter 3.6.1 for in deep explanation)

Since for target population the questionnaire was in the English language because in Pakistan it is an official and most easily understandable language, I was able to maintain personal contact in order to approach the target audience. The questionnaire was prepared in simple wording, and simple sentences were used, however the data collection was not an easy task. Different online modes were adopted, such as email, WhatsApp, and Facebook. For the complete data collection, it took almost ten months. I followed up with the respondents from time to time as a reminder to complete the questionnaire which was meant to enhance the response rate.

3.12 Data analysis

The data analysis stage in most social science research takes the form of these three main steps; organising and cleaning collected data for the analysis, or data sorting, interpretation of the data and hypothesis and research model testing. To achieve the objective of the research, many statistical analysis techniques were adopted in initial data interpretation. For real data analysis, the decision on what choice of a statistical model to use is not an easy one.⁴⁶² It is imperative to realise at the first stage, which test is appropriate, whether to use parametric or non-parametric tests. Scholars offer two main options in deciding which test is suitable for the particular data. The first primary

⁴⁶² Agresti, 2010

assumption is to satisfy the parametric test which is a normality test. This indicates that data should roughly fall on a normal distribution.⁴⁶³ If the normality test shows that data is normally distributed, then the decision should be to use a parametric test. If the data fails to fulfil the assumption, then the wise decision is to use the non-parametric statistical test.⁴⁶⁴

Descriptive statistics were used in this study to investigate the variables. For the analysis of the demographic factors, the SPSS-27 was used. Apart from that, PLS-SEM is adopted to analyse the relationship between variables.

3.13 PLS-SEM

PLS-SEM will be used for the data analysis in this study. It is a second-generation multivariate statistical technique employed to investigate the parameters of the study. The primary objective of the SEM is to examine the hypothesized model which describes the association between controlled variable, observed variable, mediating and moderating variables.⁴⁶⁵

This technique was designed by Wold in 1975, for the scenario where data cannot fulfil the particular assumption of normality. Here, this technique is appropriate.⁴⁶⁶ This statistics technique maximizes the explained variance of the dependent variable by disaggregating the general causal model into a partial equation, which is explained simultaneously.⁴⁶⁷

This variance based structural equation modelling is a multivariate analysis technique that shows a connection with covariance based SEM. However it differs from covariance based SEM by building in techniques like resampling features. Therefore there is no need for the parametric assumption to be fulfilled. Consequently, variance based SEM becomes a more appropriate option when the assumption of multivariate normality is not fulfilled in the research data.⁴⁶⁸

Since unique variance-based SEM techniques have been adopted to examine the research model on social science, PLS-SEM modelling is routine and assumes detailed elaboration

⁴⁶³ Robert Wall Emerson, 2018

⁴⁶⁴ Agresti, 2013

⁴⁶⁵ Schumacker & Lomax, 2004

⁴⁶⁶ Wold, 1975

⁴⁶⁷ Lei & Lomax, 2005

⁴⁶⁸ Shah & Goldstein, 2006

of choice for this method. The most critical and essential reasons for the selection of this method relates to the data characteristics, such as investigation of non-normal data, comparatively small sample size, and the more sensitive and in-depth analysis of latent variables.⁴⁶⁹ Moreover, the research states that adopting PLS-SEM is more consistent with social science research objectives.⁴⁷⁰ One of the fundamental properties is to explain the variance of the endogenous variables. In this regard the routine noted argument is that PLS-SEM is appropriate and analyses well with small sample sizes.⁴⁷¹

Another consideration to employ this method is that it deviates from the traditional regression models analysis for the multiple dependent and independent variables.⁴⁷² Furthermore, PLS-SEM offers a framework for statistical analysis that is widespread and detailed, such as regression analysis, correlation and factor analysis.

Researchers suggest this technique for the analysis of mediation roles. Gong et al. (2010) states that to examine mediation variables this technique is appropriate in many aspects: (1) it has a strength to manage the measurement properties of variables; (2) it has competency for nested model comparison (3) it has an appropriateness for both partial and complete mediation variables analysis and.⁴⁷³

Moreover, this technique also has its strength in fitting a variety of interdependent relationships in a single model and simultaneously testing several dependence relationships.⁴⁷⁴

Data will be analysed by using smart PLS-3 software.

3.14 Ethical considerations

To ensure that all ethical considerations are taken into account, the participants are asked for their consent at the very start and it is emphasised throughout the research that their freedom is considered of the most importance. Furthermore, for all the respondents their rights and freedom to withdraw from the survey is communicated as acceptable.

In this search, the respondents were taken in confidence that their personal information is in secure hands and remains confidential. Apart from this, in the instance of any query,

⁴⁶⁹ Siegel & Castellan, N. J., Jr., 1988

⁴⁷⁰ Chin, 1998a

⁴⁷¹ Joe F. Hair. et al., 2012

⁴⁷² Steiger, 2002

⁴⁷³ Gong et al., 2010

⁴⁷⁴ Reisinger & Mavondo, 2007

the researcher's contact details, such as cell number and email address, were made available to the respondents enabling them to ask directly.

As for the publication of research findings, the participants were informed that the research output that will come from their responses would become part of the research PhD work. Such results may be presented at conferences or even published in related journals.

Finally, for the assurance of privacy, it was communicated to all participants that their identities would be excluded from the presentation and publication of the final study.

3.15 Summary of the chapter

From a positivist perspective, this study adopted a descriptive research design. It is correlational research that will show the relationships among various variables. A survey method was adopted and to collect a response from the target audience, a structured questionnaire was prepared.

In choosing the sample size, a non-probability sampling technique was selected, and a systematic sampling technique was adopted to examine the actual target audience that was included in the sample. A detailed questionnaire was prepared to collect the response for the measurement of the variable in the research study. In the complete questionnaire, there were 38 items (questions). After the preparation and designing of the questionnaire, to ensure the validity and reliability of the instrument before taking it to the field for full-scale data collection, a pilot study was conducted. All the variables passed the reliability test, and experienced academics and researchers validated the instruments. The questionnaire design was administered to the respondents through email, and WhatsApp and data collection lasted for ten months.

The chapter then discussed the measurements and items used to measure the variables of the study, namely leader's expectation, Leader-member exchange (LMX), T&D opportunities, Organizational culture being the controlled variable, organizational commitment being the mediating variable and employee performance being an observed variable.

The chapter concluded with a detailed description of the analysis techniques employed in analysing the data. Finally, some considerations of an ethical nature were discussed, ones which were implemented throughout conducting the current research.

The next chapter, chapter 4, presents the data analysis in conjunction with relevant explanations and discussion in literature.

Ch 4 : Data analysis and findings

4.1 Introduction

This chapter describes the investigated responses produced by the target audience, as previously discussed in the chapter 3 of the research methodology. The chapter shows the comprehensive analysis of research data from different aspects. All the necessary steps were taken to make the data appropriate for final analysis and are discussed in this section of the research. All of the collected data was analyzed using Smart-PLS software and Statistical package for Social Science (SPSS version 27).

This chapter starts with a report on the analysis as well as an initial data screening. The findings are reported in detail and give exploratory statistics for all variables under investigation. This chapter explains the goodness of measure, through reliable and valid statistical analysis. It moreover presents the relationship between variables, namely leader's expectation, LMX, T&D, OCL with employee performance and with mediation effect of organizational commitment and gender as a moderating variable.

The major findings of the research are given in two main parts. In the first part, the measurement model was inspected to analyse the research items, convergent and individual reliability, internal consistency and discernment validity. The validity and reliability of this research is confirmed in this section.

The second part presents the results of a structural model with a comprehensive interpretation of findings, notably the significance of path coefficient, level of R- square values and predictive relevance of the complete model.

Concluding, this chapter provides a compatible output analysis for moderation of gender which investigates the role of gender as a moderator between organizational commitment and employee performance.

4.2 Data screening and preliminary analysis

Before going into final data analysis, an initial primary data screening is essential, which looks at structure, organising and adjustments of data in proper form. This helps the researcher find out the actual violation of the primary assumption in the context of the multivariate data analysis technique. Moreover, intimal data screening gives the

researcher better insight into the data pattern and potential flaws in the data sequence for future research data analysis.⁴⁷⁵

The data collection time span was almost ten months (i.e. from October 2019 to August 2020). All the data returned was subjected to coding and processes of excel and SPSS software. Before the initial data screening, a few items were arranged in reverse code into proper form. After the initial analysis, it was entered into the SmartPLS-3 software for other analysis elements.

The negatively worded items observed were reversed and corrected. Secondary, preliminary data analyses were performed, subsequent to data coding and entry, namely (a) missing value analysis, (b) normality or multicollinearity test or (c) assessment of outliers. The SPSS was applied to test the preliminary data analysis and furthermore, the validity test, reliability tests, measurement of the model, structural model analysis all were carried out by using Smart PLS-3 software.⁴⁷⁶

4.2.1 Survey response rate analysis

In social science, the response rate is defined as the number of responses received, divided by the number of research questionnaires spread to the target population in the research survey. It is best to calculate the data analysis response rate because it provides details of the adequacy of the returned responses for the final data analysis.⁴⁷⁷ Hair, 2010 states that the criteria for a sufficient return response rate for final data analysis is that the total number of useable responses should be ten times more than the variables observed in the research.⁴⁷⁸

There are six variables in this research and according to the Hair's return rate, there should be at least sixty to satisfy the criteria. Hence, for this study the researcher successfully collected 280 usable responses from the target audience, which satisfies the sample size limit. As much as the response rate is high, the findings of the research should be transparent, consistent, precise and accurate.

However, out of 650 questionnaires that were distributed in the present research, 350 of them were answered and returned, so 46 % of the questionnaires didn't get a response,

⁴⁷⁵ Hair et al., 2011b

⁴⁷⁶ Ringle et al., 2012

⁴⁷⁷ Zikmund et al., 2013

⁴⁷⁸ Hair et al., 2010b

while 54 % were successfully responded to. Some responses were excluded due insufficient information given by respondents.

The response rate of the questionnaires was about 54% which represents the 350 responses, while 280 were retained as valid responses.

The response rate of the questionnaires.

Response	Frequency/ Rate
Total No. of questionnaires sent out	650
Questionnaires returned	350
Useable questionnaires returned	280
Excluded questionnaires \ empty responses	70
Questionnaires not returned	300
Response rate	54%
Valid responses	43%

Table 4.1 Response rate of the questionnaires

Since the survey was conducted through an online portal, some respondents opened the survey portal and closed it without recording their response. Some respondents only added their gender and closed the portal again, these interactions are on record even though no response was contributed. Hence, these interactions were excluded.

4.2.2 Data cleaning and coding

For the final analysis, data cleaning is essential particularly for multivariate research analysis. Clean and pure responses produce better results, and a better quality of findings.⁴⁷⁹

⁴⁷⁹ Pallant, 2011

In the first step of data cleaning, negatively coded questions were converted as 7; 1, 2 to 6; 3 to 5 and 4 to 4. Data coding gives two fold information (a) items must conform to the constructs of the research as categorized and (b) constructs should be separated with a code number assigned to each for proper identification and easy analysis of the various construct.⁴⁸⁰ Therefore variables used in this research were coded as follows.

Variables	Code
Employee performance	EP
Organizational commitment	Org. Commit
Leaders expectation	LE
Leader-member exchange	LMX
Training & development	T&D
Organizational culture	OCL

Table 4.2 Data coding for the construct

Note: All the six variables used in this study were codes as displayed above.

4.2.3 Missing value analysis

Hair 2010, states that, the missing value is known as the values which is lost in the research responses suitable values from one or more than one variable. To avoid the negative impact of missing values from the final data, the research took a few measures to reduce uncertainty and to ensure the data is free from any missing value.⁴⁸¹

Hence, on receiving responses to a questionnaire, the researcher ensured that the research questionnaire was entirely answered. After collecting the complete responses, they are keyed into the SPSS version 27 software. In the online research portal, all answers were compulsory so there were no missing values apart from those who terminated the survey in the beginning without giving a response.

The findings of the descriptive statistics were recorded as complete data because they were collected through an online survey where it was compulsory to answer all questions.

Hence, there are no missing values recorded in this research data collection.

⁴⁸⁰ H.A. Khwaja. et al., 2002

⁴⁸¹ Hair et al., 2010a

Latent Variables	No of Missing Values
EP	0
OC	0
LE	0
LMX	0
T&D	0
ORG.CULTURE	0

Table 4.3 Missing Values

4.2.4 Assessment of outliers

Outliers have been defined as irregular data points that appear to be incoherent with the majority of indicators in the data. They have the tendency of distorting the statistical analyses, leading to unreliable results.⁴⁸² Any observation which appears erratic or different from the overall data pattern is labelled as a ‘wrong data’ entry. However, in this research, no entry was found to be outside the normal and expected data range.

Outliers posed no problem for this study and the research work did not require the deletion of outliers because the Smart PLS is conditioned to produce sound results irrespective of little outliers.⁴⁸³

4.2.5 Descriptive analysis of the variables

Descriptive statistics were used to gain better insight into the nature and characteristics of this research study. The Statistical Package for Social Science (SPSS) version 27 was employed for data analysis which works in three stages. The frequency testing looked at the rate of responses and validated the answers with respect to respondent’s profiles. All valid data was discussed and highlighted in the context of the demographic backgrounds of respondents.

In this section of the study, the descriptive statistics are presented with the purpose of gaining an insight into the characteristics and the nature of the collected data. Descriptive statistics enabled in the choice of appropriate analytic procedures with regards to hypothesis testing. Meaning that, the standard deviations for the main variables are described, computed and shown below. The minimum, maximum, mean and standard

⁴⁸² Lu et al., 2003

⁴⁸³ *ibid.*

deviation values were obtained using descriptive analysis in investigating the variables. The questionnaire adopted the 7- point Likert scale to calculate the research variables, with 1 indicating the minimum values and 7 the maximum, seen in Table 4.4.

	N	Min	Max	Mean	S.D
EP1	280	1	7	4.889	1.748
EP2	280	1	7	4.993	1.724
EP3	280	1	7	4.71	1.695
EP4	280	1	7	4.679	1.723
EP5	280	1	7	4.807	1.7
Org.coomitment1	280	1	7	5.004	1.739
Org.coomitment2	280	1	7	4.85	1.742
Org.coomitment3	280	1	7	4.896	1.692
Org.coomitment4	280	1	7	4.986	1.769
Org.coomitment5	280	1	7	4.929	1.753
Org.coomitment6	280	1	7	4.904	1.767
LE1	280	1	7	4.368	1.837
LE2	280	1	7	4.654	1.748
LE3	280	1	7	4.375	1.897
LMX1	280	1	7	4.9	1.756
LMX2	280	1	7	5.093	1.694
LMX3	280	1	7	5.011	1.633
LMX4	280	1	7	4.95	1.558
LMX5	280	1	7	4.861	1.66
LMX6	280	1	7	5.286	1.735
LMX7	280	1	7	4.982	1.689
T & D1	280	1	7	4.832	1.756
T & D2	280	1	7	4.836	1.777
T & D3	280	1	7	4.786	1.786
T & D4	280	1	7	4.7	1.856
T & D5	280	1	7	4.821	1.803
Culture1	280	1	7	4.757	1.802
Culture2	280	1	7	4.743	1.774
Culture3	280	1	7	4.792	1.764
Culture4	280	1	7	4.889	1.736
Culture5	280	1	7	4.829	1.726
Culture6	280	1	7	4.875	1.733
Culture7	280	1	7	4.817	1.755
Culture8	280	1	7	4.85	1.736

Table 4.4 Descriptive analysis of the variable

4.2.6 Normality test

The normality test is not required for the variance-based SEM model in this research. In normal data analysis procedures, a normality test remains a fundamental assumption in most research work. This gives insight into the shape of the data and the individual variable metric with regards to its correspondence to the normal distribution⁴⁸⁴ as there is the need for an authentic relationship between variables.

Field 2009, states that in the normality test the values for skewness and kurtosis should be between -3 & +3. The skewness and kurtosis values between this ranges predict that data is normally distribute.⁴⁸⁵ In this same context, Kline 2011 also argues that if skewness and kurtosis values range between 3 and 10 then the data is normally distributed. If the values of kurtosis or skewness are less than 3 or greater than 10, it may indicate that there is a normality issue.⁴⁸⁶

It was strongly argued by Chin (1998) that the PLS-SEM gives excellent and accurate model estimates and measures well even in situations with extreme non-normality.⁴⁸⁷ In this research a variance-based SEM model is adopted which is appropriate even if the condition of the normality is not fulfilled in a dataset.⁴⁸⁸ So it can be deemed that in this research, normality is not an issue.

4.2.7 Multicollinearity test

Multicollinearity could be defined as the situation in which the independent variables are highly correlated or interrelated with each other. When independent variables have multicollinearity, it means that there is repetition, an overlap or predictive power.⁴⁸⁹

The multicollinearity may substantially change the estimates of regression coefficients which can decrease the level of accuracy in final results. In the same context, multicollinearity can increase the standard error of the coefficients, which can react to show coefficients that are statistically non-significant.⁴⁹⁰

⁴⁸⁴ Hair et al., 2014b

⁴⁸⁵ Field, 2009

⁴⁸⁶ Kline, 2011

⁴⁸⁷ *ibid.*

⁴⁸⁸ *ibid.*

⁴⁸⁹ Ho, 2006

⁴⁹⁰ Tabachnick & Fidell, 2007

To examine the multicollinearity in the current study, the variance inflation factor (VIF) value was observed. Menard S. 2001 states that if the VIF is greater than 5 it may cause multicollinearity and if $VIF > 10$ it indicates that there is a severe collinearity issue.⁴⁹¹

Table 4.5 presents the VIF values for the exogenous latent constructs.

Latent Constructs	Inner VIF Values
LE	2.5517
LMX	2.3655
Org. Culture	3.6614
Org. commitment	6.0284
T & D	4.9892

Table 4.5, VIF values for exogenous latent construct.

As shown in Table 4.6, the results of the multicollinearity test suggest that it is not a significant concern. As shown in the table above all VIF values were less than 10 indicating that there isn't any severe collinearity problem. Hence, following on Menard. (2001), it can be concluded that multicollinearity is not a significant concern in this study.

4.3 Common method variance test

Podsakoff (2003) defined the common method variance as 'mono-method bias', which means that instead of being attributed to the construct of interest, the variance is attributable to the measurement method.⁴⁹²

The researchers argue for common method variance being a primary point of interest in self-reported surveys. In other words, the common method bias inflates the association between variables. In the same context, self-reported surveys are related with seriously high interdependence due to common method variance.⁴⁹³

⁴⁹¹ Menard, 2001

⁴⁹² Podsakoff et al., 2003

⁴⁹³ Baumgartner & Weijters, 2012

The current research follows a few procedural remedies to minimize this effect of common method variance.

Firstly, to minimise the evaluation error, the research respondents were well informed of there being no specific option for the right or wrong answer, and they were also given assurance that their responses remained private and confidential throughout the entire research procedure.

Secondly, the quality of scale was improved, also reducing the method biases in the current research. This was accomplished by avoiding the use of confusing or double meaning wording in the questionnaire. Simple examples were provided in the instance where concepts or ideas were presented.

Most often, in this process exploratory factor analysis is performed on all variables of interest, where the results of the solution for unrelated factors are examined in order to ascertain what factors account for the variance in the variables.

The basic requirement of single factor testing is as follows: if a significant amount of common method variance exists, then either one emerging variable or one general factor would be responsible for most of the covariance present in the predictor variable.⁴⁹⁴

⁴⁹⁴ Podsakoff & Organ, 1986

Table 4.6 Common method variance test

Component	Total Variance Explained					
	Total	Initial Eigenvalues		Extraction Sums of Squared Loadings		
		% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	15.976	46.989	46.989	15.976	46.989	46.989
2	2.355	6.925	53.915			
3	2.150	6.322	60.237			
4	1.409	4.144	64.380			
5	1.377	4.049	68.429			
6	1.205	3.543	71.973			
7	.825	2.426	74.399			
8	.802	2.359	76.758			
9	.724	2.130	78.888			
10	.662	1.947	80.835			
11	.590	1.736	82.571			
12	.556	1.636	84.207			
13	.473	1.390	85.597			
14	.455	1.338	86.935			
15	.415	1.221	88.156			
16	.371	1.091	89.247			
17	.323	.951	90.198			
18	.312	.918	91.116			
19	.295	.866	91.982			
20	.282	.828	92.811			
21	.267	.785	93.596			
22	.254	.746	94.342			
23	.231	.679	95.021			
24	.220	.647	95.668			
25	.215	.633	96.301			
26	.197	.579	96.880			
27	.176	.516	97.397			
28	.166	.489	97.886			
29	.148	.436	98.322			
30	.139	.408	98.730			
31	.134	.393	99.123			
32	.125	.368	99.491			
33	.104	.306	99.797			
34	.069	.203	100.000			

Extraction Method: Principal Component Analysis.

Principal components factor analysis was processed on all items in this research. It shows a total cumulative variance of 46.98 % with the largest factor accounting for 15.97% of the total variance, which is still less than 50 %.⁴⁹⁵

Furthermore, the findings show there was no single factor that was responsible for the majority of covariance in the predictor and observed variables,⁴⁹⁶ therefore indicating that common method bias is not a significant issue and is unlikely to inflate the interaction between the measured variables.

4.4 Demographic profile of the respondents

This section looks into the comprehensive demographic profile of the research survey participants. In this research survey questionnaire, respondents were asked questions related to their demographic features such as gender, age, qualifications, and job experience.

Table 4.7 Demographic characteristics of the respondents.

	Frequency	Percentage
Gender		
Male	217	77.0
Female	63	22.3
Others	2	0.7
Age		
18-25	5	18
26-35	93	33.0
36-45	134	47.5
46-55	48	17.0
56-65	2	0.7
Qualification		
Intermediate	27	9.5

⁴⁹⁵ Kumar, 2013

⁴⁹⁶ Podsakoff et al., 2012

Bachelor	133	47.2
Masters	119	42.2
M.Phil./ PhD	3	1.1
Job Experience		
< 5years	22	7.8
5-15	154	54.6
16-25	93	33.0
>26	13	4.6

The demographic profile of the participants in this study is presented in the graph below, which includes age, gender, educational qualification and job experience. The empirical linkage between age, gender, education and experience with performance and leadership has been investigated over the years. Below are the demographic features of the study's respondents.

Gender: As we can see below in the Pie chart, 77% are male in the respondents, 22% are female and less than 1% respondent's gender is not disclosed.

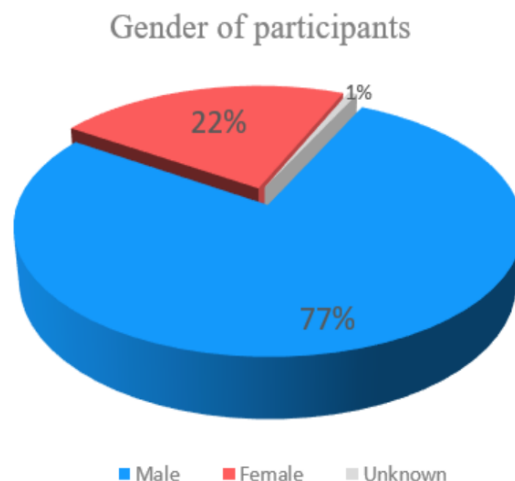


Fig: 4.1 Gender of participants.

Age: This Pi chart explains the age distribution of participated respondents. We can see that ages between 18-25 makes up years 1.8%, 26-35 years makes up 33%, 36-45 years makes up 47.5%, 46-55 years makes up 17% and 56-65 years 0.7% of the total respondents.

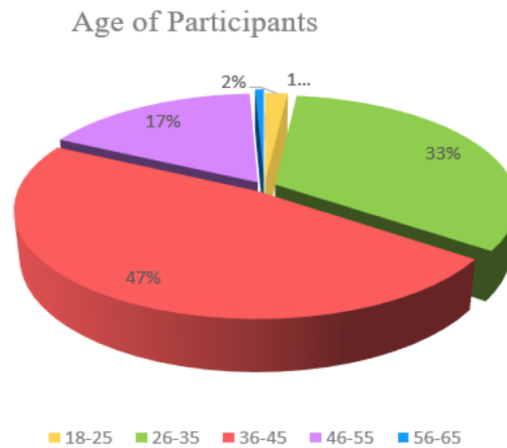


Fig: 4.2 Age of Participants

Job experience: The below Pi chart shows job experience. Respondents with less than 5 years make up 8%, those with more than 26 years of job experience make up 4% and those with job experience between 16-25 years make up more than 33 % but most experienced respondents were 6-15 years 55 % of all the respondents.



Fig 4.3 years of Job experience of the respondents

Qualification of participants: Additionally, Fig 4.5 shows the high proportion of participants who have a bachelor's degree for 47%. This is followed by 42.0% with Master's degree, while the remaining, intermediate was 10% and M Phil/PhD were 1% respectively.

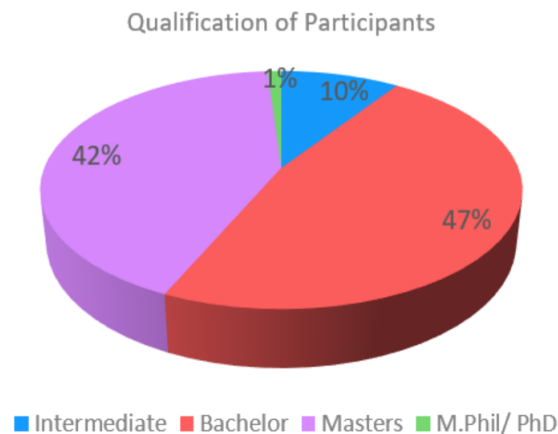


Fig 4.4 Qualification of the respondents

4.5 Results of PLS Analysis

The partial least square model is interpreted in two major parts for easier and better understanding. The first part gives sufficient explanation for how the measurement model has been assessed and refined and the second part is concerned about the assessment and evaluation of the structural model. These processes ensure the validity and reliability of all the measures before extracting actual results.

After providing the justification and actual reasoning for adopting the PLS path model is the current research, the next step is to show the results of PLS analysis. As with variance-based SEM, a two-step approach is used to present the findings of PLS analysis.⁴⁹⁷

The same concept is supported by Chin 2010; he also states that the measurement model is analysed on the basis of the validity and reliability of the measure used. The main reason for the analysis of the measurement model is to provide confidence that the items measures are representing the construct of interest. Secondly, after the measurement model is analysed and found to be reliable and valid by going through these steps; then the structural model results are presented.⁴⁹⁸

⁴⁹⁷ Henseler et al., 2009a

⁴⁹⁸ Chin, 2010

Taking these concepts together with the two-step approach for reporting the results of PLS analysis, as concluded by Henseler et al. (2009) is illustrated below.⁴⁹⁹

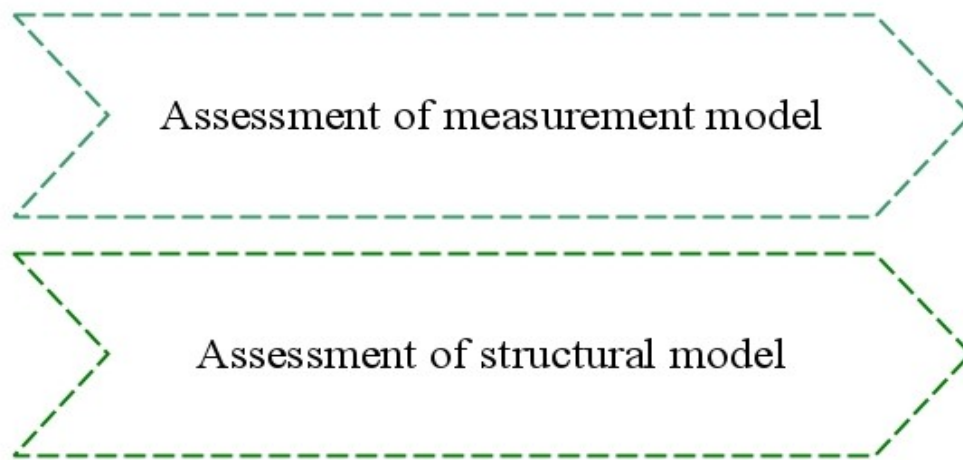


Figure 4.5: A two-step approach for reporting the results of PLS analysis.

4.5.1 Evaluation of measurement model.

The importance of the measurement model assessment is imperative. This assessment helps in analysing the reliability and validity of all scales adopted in measuring the latent construct and other variables of the research.

For the assessment of the measurement model, various ways are proposed.

At the first stage, exploratory factor analysis is performed, this is the primary principal component analysis. Similarly, there is an assessment of the discriminant and convergent validity and following that, the evaluation of the measure reliability of the research.⁵⁰⁰

The diagram below presents the measurement model, which is concerned with ascertaining the reliability of individual items and internal consistency, as well as discriminant and convergent validity.⁵⁰¹

Measurement model diagram

⁴⁹⁹ Henseler et al., 2009b

⁵⁰⁰ *ibid.*

⁵⁰¹ Hair et al., 2014a

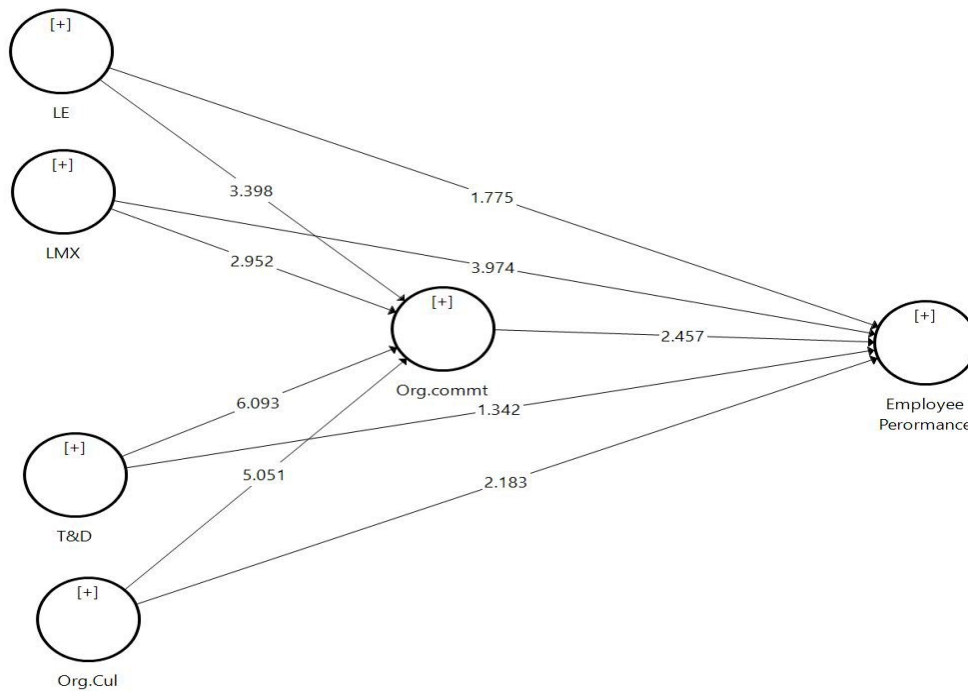


Fig. 4.6 Measurement model

4.5.1.1 Assessment of individual item Reliability

Rossiter (2002) states that procedure for scale development has to be followed by the determination of the convergent and discriminant validity in order to test the reliability and validity of the study’s variable. Therefore, the reliability of the scale items were evaluated so as to achieve the research objective.

In the current study the indicator loading of each construct’s measure was analysed to study the individual item reliability. Similarly, Hair et al., (2014) sets the benchmark to say that we should keep the items that have a loading above 0.70. In this research, it was found no items were below 0.70, so all items were reliable⁵⁰² and no item was deleted. Accordingly, in the complete measurement model all items were retained as they had a loading between 0.7636 and 0.9521. As presented in Table 4.8.

	EP	Org. commit	LE	LMX	T & D	OCL
EP1	0.8980					

⁵⁰² *ibid.*

EP2	0.8841					
EP3	0.8963					
EP4	0.8859					
EP5	0.8735					
Org. Commit1		0.8852				
Org. Commit2		0.9273				
Org. Commit3		0.9079				
Org. Commit4		0.9101				
Org. Commit5		0.9298				
Org. Commit6		0.9083				
LE1			0.8988			
LE2			0.9117			
LE3			0.9250			
LMX1				0.8257		
LMX2				0.8515		
LMX3				0.8896		
LMX4				0.8846		
LMX5				0.8535		
LMX6				0.7636		
LMX7				0.7805		
T & D1					0.9312	
T & D2					0.9521	
T & D3					0.9497	
T & D4					0.9093	
T & D5					0.9373	
OCL1						0.8826
OCL2						0.8912
OCL3						0.9137
OCL4						0.8745
OCL5						0.8606
OCL6						0.9079
OCL7						0.8661
OCL8						0.8612

Table 4.8 Individual items reliability

4.5.1.2 Assessment of Internal consistency Reliability.

The internal consistency reliability is known as the extent to which measurement is repeatable when various other individuals perform the measurement in a different situation under different circumstances with alternative instruments, but which measure the same point.⁵⁰³ For the internal consistency reliability of an instrument, the most adoptable estimators are Cronbach’s alpha coefficient and composite reliability coefficient.⁵⁰⁴

In this research, to prove the internal consistency reliability of measure, the composite reliability coefficient was preferably chosen.

	Cronbach’s Alpha	Rho_A	Composite Reliability (CR)
EP	0.9326	0.9331	0.9489
Org. Commit	0.9593	0.9599	0.9672
LE	0.8987	0.8992	0.9367
LMX	0.9281	0.9322	0.9422
T & D	0.9646	0.9652	0.9725
OCL	0.9593	0.9596	0.9657

Table 4.9 Internal consistency reliability

Note: Cronbach’s Alpha & Composite reliability > 0.70,

The first reason for the selection of composite reliability over Cronbach’s alpha is that a much less biased estimate of reliability is obtained from the composite reliability rather than Cronbach’s alpha coefficient. This is because all items share equal to its construct without acknowledging the substantial portion of individual loading.⁵⁰⁵

⁵⁰³ A. M. beigi. & N. M. salehi, M. A., 2015

⁵⁰⁴ Chin et al., 2013

⁵⁰⁵ Oliver Götz. et al., 2009

The second reason is Cronbach's alpha may either overestimate or underestimate the scale reliability.

The composite reliability considers that an indicator has differing loading values and can be understood as similar to Cronbach's alpha; no matter which specific reliability coefficient is chosen, to achieve a reasonable model an internal consistency reliability value of above 0.70 is considered acceptable. A value below 0.60 depicts that there is a level of reliability that is not satisfactory.⁵⁰⁶ Likewise, the explanation of internal consistency reliability by adopting composite reliability coefficient was based on the benchmark by another researcher who also recommended that the composite reliability coefficient should be greater or equal to .70.⁵⁰⁷

In this research Table 4.9 presents the composite reliability coefficient of each latent construct, which ranges from between 0.9367 and 0.9725, with each value being more than 0.70, which is acceptable. This indicates that the composite reliability coefficient of each latent construct had met the minimum acceptance level, and as such it presents the satisfactory internal consistency reliability of the measures adopted in this study.⁵⁰⁸

4.5.1.3 Convergent Validity

The purpose of the convergent validity is to make sure that items that represent an indicator of a construct share the high proportion of variance.

Thus, convergent validity shows to which degree the intended latent construct is actually represented by the items and how accurately it correlates with other measures of the same latent construct.⁵⁰⁹

⁵⁰⁶ Barclay et al., 1995

⁵⁰⁷ *ibid.*

⁵⁰⁸ Wong, 2013b

⁵⁰⁹ Hair et al., 2011a

	Average Variance Extracted (AVE)
EP	0.7878
Org. Commit	0.8310
LE	0.8316
LMX	0.7002
T & D	0.8762
OCL	0.7787

AVE > 0.50

Table 4.10 Convergent Validity

Following from the above, the factor loadings of this study indicated that all loadings were greater than 0.50 and the achievement of the required item loadings, (AVE > 0.50) indicates the accomplishment of convergent validity. These high loadings of constructs give credence that the measures have convergent validity.

4.5.1.4 Discriminant Validity

The next prove for the measurement validity, is a discriminant validity used in this research. Discriminant validity can be described as the different measures of different construct are distinct from each other.⁵¹⁰

Discriminant validity is in line with the construct validation processes highlighted above which is different from the convergent validity.⁵¹¹

Fornell and Larcker's 1981 criteria was adopted to establish discriminant validity, by comparing the correlations among the latent construct with the square root of average variance extracted (AVE), shown in table 4.11. At the same time the square root of AVE for all factors should be greater than all the correlations between that construct and other constructs.⁵¹²

⁵¹⁰ Portney & Watkins, 2009

⁵¹¹ Hair et al., 2007a

⁵¹² Fornell & Larcker, 1981

Table 4.11 Discriminant Validity (Fornell - Larcker criterion)

Latent Variables	EP	LE	LMX	OCL	Org. Commit	T & D
Employee Performance	0.8876					
LE	0.6619	0.9119				
LMX	0.7412	0.5969	0.8368			
OCL	0.7635	0.6296	0.7137	0.8824		
Org. Commit	0.7945	0.7465	0.7303	0.8297	0.9116	
T & D	0.7574	0.7570	0.6875	0.7886	0.8725	0.9361

Furthermore, as presented above, all variables of this study were found to be reliable and obtained Composite Reliability values which are within the required threshold acceptable for this type of research. Furthermore, the above table 4.11 indicates that each of the square roots of the average variances extracted had exceeded the correlations between the latent construct. Therefore, this recommends that satisfactory discriminant validity has been achieved.

4.5.2 Assessment of the significance of the structural model

After a comprehensive explanation of measurement models of reliability and validity, the findings of the structural model are presented. In this study, to assess the significance of the path coefficient a bootstrap resampling method has been adopted.⁵¹³

The structural model covers the linear regression effect of the endogenous constructs on each other, and the structural model gives deep insight into the relationship of the constructs. Thus, this model is innovative and evolving in its capacity to directly test theory of interests. Validation of the structural model was done by applying Smart PLS-3. The study's model was equally analysed and interpreted in two major stages, namely by the assessment and refinement of the satisfactory measurement model followed by the subsequent evaluation of the structural model. Next in line of presentation is the discussion on the research framework which shows the relationships between variables as based on the findings from literature.

⁵¹³ Hair et al., 2012

4.5.2.1 Structural Model / Hypothesis testing

The standard bootstrapping procedure was adopted in this study to ascertain the significance of the path coefficients.⁵¹⁴ Thus, as the issue of the measurement model has been highlighted above, paving the way for the examination and evaluation of the structural model gives us an insight into the dependence of the relationships in the hypothesized model. For example, the partial least squares and the structural model highlight the directional relationship between the various constructs and the standardized beta coefficient.⁵¹⁵

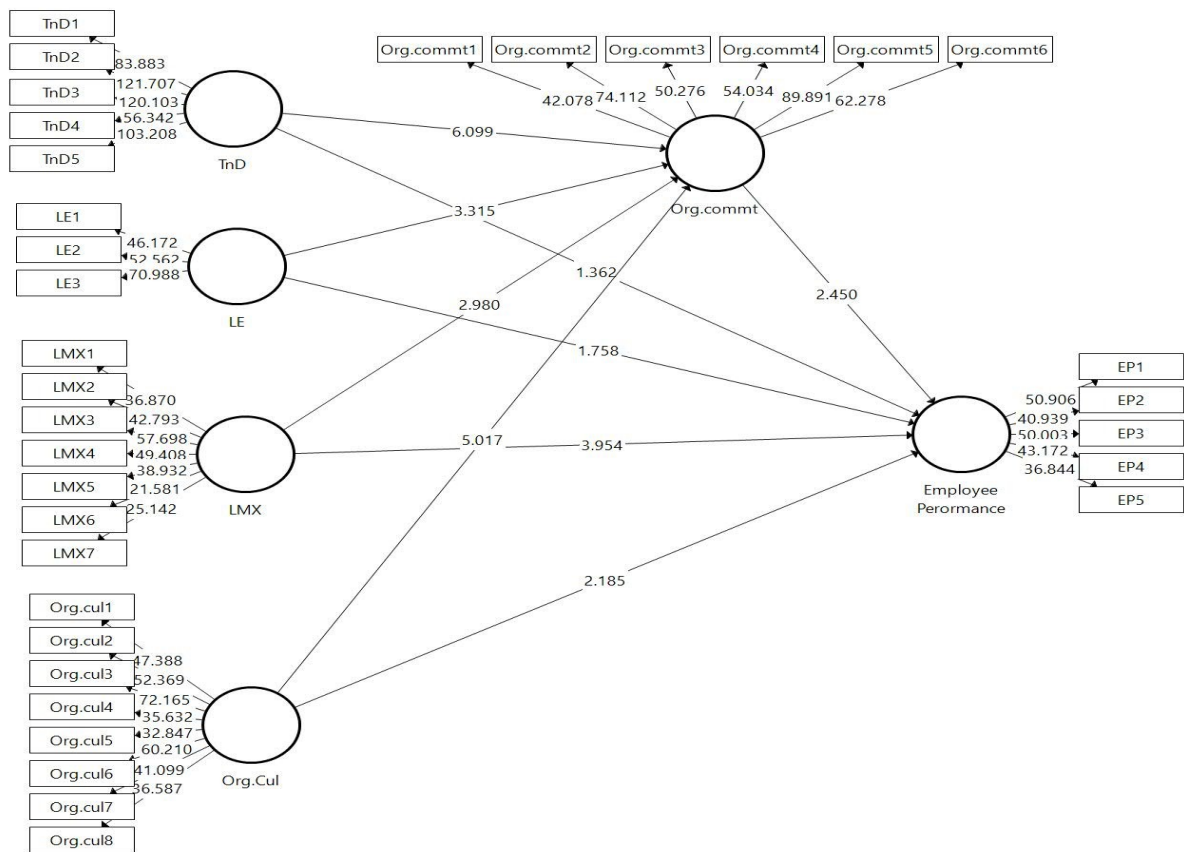


Fig 4.7 Complete model

⁵¹⁴ *ibid.*

⁵¹⁵ Agarwal & Karahanna, 2000

According to Churchill (1979) when a two-tailed analysis test is conducted and t-value level significance of 1% is greater than or equivalent to 2.58, and at 5% it is greater or equal to 1.96, while at 10% it is greater or equivalent to 1.645. The hypotheses in this study are accepted based on the t- value and p-value. In a one-tailed hypothesis, a relationship is significant if the statistical test carried out shows a t-value of 1% equal or greater than 2.326, at 5% equal or greater than 1.645, and at 10% it is equal or greater than 1.282.⁵¹⁶ Any t- value less than the above stated values is considered as insignificant. The structural model evaluation is conducted in two parts: the assessment of the direct relationship, and of the mediation relationship.

4.5.2.2 Direct Hypothesis

The result of the direct hypotheses is presented in this section. The criteria for the study's evaluation and confirmation of individual hypotheses was the application of the t-values for the path loadings. The decision point was when the t-value is equal to or greater than 2.326 at 1%, 1.96 for an Alpha level of 0.05 and 1.282 at 10%.⁵¹⁷ In this research, hypotheses are examined under one-tailed acceptance criteria. As elaborated previously, one-tailed hypothesis, a relationship is significant if the statistical test carried out shows t-value of 1% is equal or greater to 2.326, at 5% it is equal or greater than 1.645, and at 10% it is equal or greater than 1.282. Any t-value lesser than the stated above values are regarded as insignificant.⁵¹⁸

⁵¹⁶ Churchill, 1979

⁵¹⁷ Hair et al., 2007b

⁵¹⁸ *ibid.*

The results show significant relationships between the exogenous and the endogenous variables, as could be seen from the structural model of the direct relation PLS algorithm.

	Relation	β	S.E	t-value	p-value	Findings
H1	LE -> EP	0.0916	0.0522	1.7554	0.0396	Accepted
H2	LMX -> EP	0.2733	0.0689	3.9657	0.0000	Accepted
H3	T&D -> EP	0.1125	0.0824	1.3654	0.0861	Not Accepted
H4	Org. Culture -> EP	0.2138	0.0973	2.1965	0.0141	Accepted
H5	LE -> Org. commitment	0.1557	0.0464	3.3563	0.0004	Accepted
H6	LMX -> Org. commitment	0.1257	0.0431	2.9179	0.0018	Accepted
H7	T&D -> Org. commitment	0.4284	0.0697	6.1447	0.0000	Accepted
H8	Org. Culture -> Org. commitment	0.3041	0.0603	5.0412	0.0000	Accepted
H9	Org. commitment -> EP	0.2510	0.1026	2.4456	0.0072	Accepted

Table 4.12 Direct Hypothesis analysis

In chapter two of this thesis, it was predicted that the leader's high expectations have a significant positive influence on employee performance. (Hypothesis 1) As shown in table 4.13 there was a significant positive association between high leader expectation and employees' performance ($\beta = 0.0916$, S.E = 0.0522 $t = 1.7554$ $p < 0.05$). This result provides a strong support for hypothesis 1.

Hypothesis 2, predicted that the leader-member exchange (LMX) has a significant positive influence on employee performance. As indicated in table 4.13 leader-member exchange has a significant positive relationship with employee performance ($\beta = 0.2723$, S.E = 0.0689 $t = 3.9657$ $p < 0.05$). Hence this hypothesis was supported.

In the same vein, Hypotheses 3 postulated that T & D has a significant positive influence on employee performance. As shown in the table 4.13, results are not similar to prediction. Surprisingly, the results show that T & D does not have a significant positive influence on employee performance ($\beta = 0.1125$, S.E = 0.0824 $t = 1.3654$ $p > 0.05$), as here the p-value and t-value are not satisfactory. Hence this hypothesis is not supported.

For hypothesis 4 it was predicted in chapter two that organisational culture has a significant positive influence on employee performance. As shown in the table above, the results strongly support the prediction. The results proved that organisational culture has a positive influence on employee performance ($\beta = 0.2138$, S.E = 0.0973 $t = 2.1965$ $p < 0.05$). Hence this hypothesis is supported in accordance with the prediction.

For hypothesis 5, it was predicted that high leader expectation has a significant positive influence on organisation commitment. As highlighted in table 4.13, findings support the predictions. A Leader's high expectation has positive influence on organisation commitment ($\beta = 0.1557$, S.E = 0.0464 $t = 3.3563$ $p < 0.05$). Hence, it proved leaders high expectation play a positive role in employee organizational commitment.

Similarly hypotheses H6, H7, H8 were predicted in chapter two such as H6 = Leader-member exchange has significant positive influence in organisational commitment. H7 = T & D has significant positive influence on organisation commitment. H8 = organisation culture has significant positive influence on organisational commitment. As findings highlighted in the table 4.13, results for H6 are ($\beta = 0.4284$, S.E = 0.0697 $t = 6.1447$ $p < 0.05$) results for H7 are ($\beta = 0.3041$, S.E = 0.0603 $t = 5.0412$ $p < 0.05$) and findings for H8 are ($\beta = 0.2510$, S.E = 0.1026 $t = 2.4456$ $p < 0.05$) respectively. Results for all these predictions show that these predictions were true in this current research. All the hypotheses are strongly supported in the research.

4.5.2.3 The hypothesis with mediation.

Hypothesis	Relation	β	S.E	t-value	p-value	Findings
H10	LE -> Org. commitment -> EP	0.0391	0.0192	2.0392	0.0207	Accepted
H11	LMX-> Org. commitment -> EP	0.0316	0.0172	1.8339	0.0334	Accepted
H12	T&D -> Org. commitment -> EP	0.1075	0.0445	2.4176	0.0078	Accepted
H13	Org. Culture -> Org. commitment -> EP	0.0763	0.0393	1.9403	0.0262	Accepted

Table 4.13 Hypothesis with mediation

As was predicted in chapter two for H10, Organisational commitment mediated the relationship between leader expectation and employee performance. The research findings show that ($\beta = 0.0391$, S.E = 0.0192 $t = 2.0392$ $p < 0.05$), organisational commitment plays the mediation role between leaders' high expectations and employee performance. This indicates that if employees are committed to the organisation then leaders' high expectations of the employee can reap high performance.

In the same vein, the Hypotheses H11 predicted that organizational commitment has a mediation role between leader-member exchange and employee performance. The final findings of the study show the results in favour of prediction. The results indicate that ($\beta = 0.0316$, S.E = 0.0172 $t = 1.8339$ $p < 0.05$) organisational commitment plays mediation role between leader-member exchange and employee performance. LMX can have better productivity from committed employees. So the findings fully support the predicted hypotheses.

The results for Hypotheses H12 support what was predicted in chapter two, that organisational commitment mediates between T&D and employee performance. The outcome of the research findings ($\beta = 0.1075$, S.E = 0.0445 $t = 2.4176$ $p < 0.05$) support the hypotheses.

Similarly, the hypothesis H13 was as predicted that, organisational commitment plays a mediation role between organisational culture and employee performance. The current research results ($\beta = 0.0763$, S.E = 0.0393 $t = 1.9403$ $p < 0.05$) prove that the prediction

was true that the, organisation commitment mediates positively between OC and employee performance. So this hypothesis is strongly supported.

4.5.2.4 Evaluating the level of R-square value

Another significant method of assessing the predictive power of the structural model in PLS-SEM is to estimate the coefficient of determination,⁵¹⁹ which is also called the R-square value.⁵²⁰ In other words the coefficient of determination or R-squared value in the proportion of variation in the observed variable which is by predictor variables.⁵²¹

Although research suggests that the acceptable level of R-square value depends on the context of research.⁵²² However, the research context determines the acceptable R-squared value 0.10 is proposed as the minimum by Falk and Miller (1992)⁵²³ while Chin (1998) offered 0.67, 0.33 and 0.19 as acceptable, reasonable and weak in that order.⁵²⁴

The below table 4.15 highlights the R-squared value of the only endogenous latent variable (employee performance) of this study.

Variance explained in the endogenous latent variable

Latent variable	Variance Explained R-square	
	R-square	Adjusted R-square
Employee Performance	71.11 %	70.58 %
Org. commitment	83.41 %	83.17 %

Table 4.14 evaluating the level of R-square

As described in table 4.15, the research highlights 70.58 % of the total variance. This suggests by a linear combination of exogenous latent variables such as leaders high expectations, leader-member exchange, T&D, and organisational culture explained, 70.58 % of the total variance in the endogenous latent variable employee performance, and 83.17% in organisational commitment respectively. Hence, consistent with

⁵¹⁹ Peng & Lai, 2012

⁵²⁰ Wong, 2013a

⁵²¹ Elliott & Woodward, 2007

⁵²² *ibid.*

⁵²³ Falk & Miller, 1992

⁵²⁴ Chin, 1998b

suggesting criteria for the acceptable value of the coefficient of determination as explained above, this research shows that the endogenous latent variable has a strong relationship.

4.5.3 Testing the moderation of gender

In this study gender is a moderating variable, as presented earlier in the chapter 2. Moderating variable is a variable that has a conditional effect on the relationship between Independent variable and dependent variable. The strength of the relationship may change between independent variable and dependent variable depending on the value of moderating variable.

Figure below shows gender moderation between organizational commitment and employee performance.

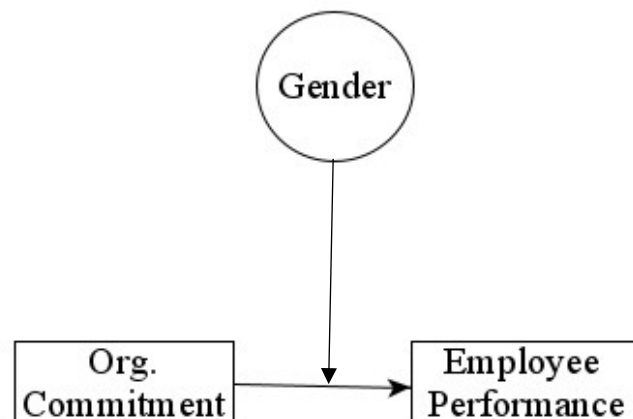


Fig: 4.8 Gender moderation in the conceptual frame work

Through structural equation model for the moderation of gender on the organizational commitment and employee performance performed.

	Coef.	Std. Err	Z	P - value	95% Conf. Interval	
Gender	2.52	2.14	1.18	0.239	-1.68	6.74
OC	.77	.089	8.67	0.000	.602	.954
Gender OC	-.11	.069	-1.66	0.098	-.249	.020
_cons	2.01	2.79	0.72	0.472	-3.46	7.48
Var(e. EP)	21.2	1.79			17.97	25.03

Table 4.15 Moderation variable values

Prob > chi square = 0.000

We check the moderation variable P-value or the interaction P-value, if anyone of them is significant then it means it significantly moderates.

The structural equation model for the moderation of gender on employee performance and org. commitment shows ($P = 0.000 < 0.05$) that model is statistically significant and it means there is a significant relationship between moderating variable (Gender) interaction, Org. commitment and employee performance.

Since interaction effect is significant it means that gender as moderating variable significantly moderates the relationship

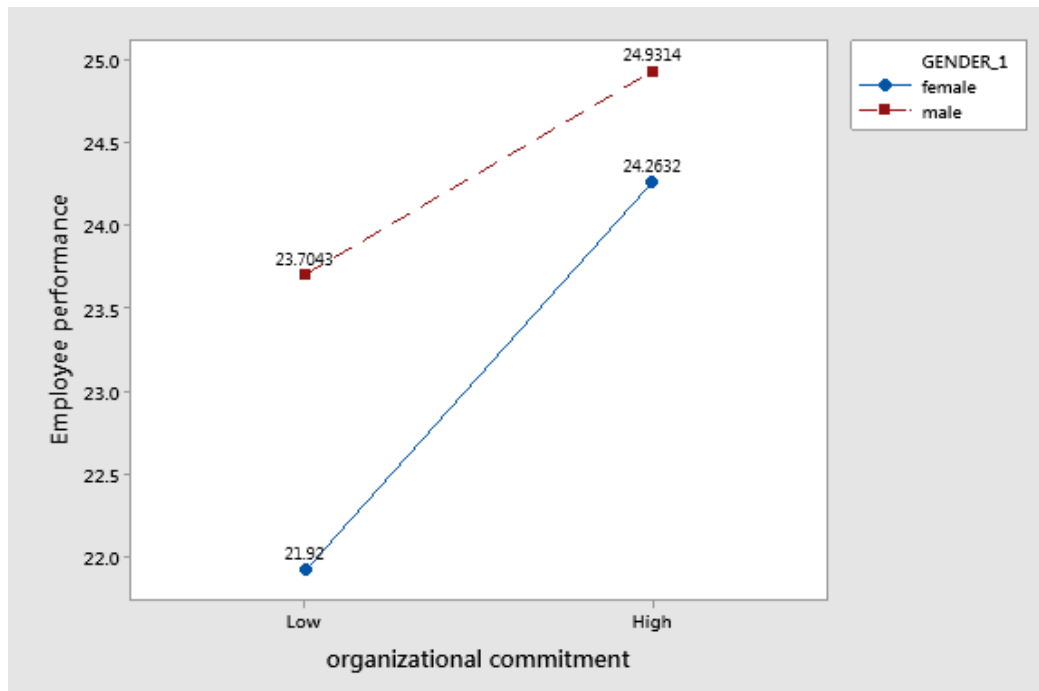


Fig: 4.9 The moderation effect of gender on the relationship of organizational commitment and employee performance.

We can see from the above moderation graph of gender on organizational commitment and employee performance that the mean estimate of male is more than that of female, which implies that male moderates higher than female in terms of gender moderation on organizational commitment and employee performance.

In this study the moderator variable (gender) significantly moderates the relationship between organisational commitment and employee performance. As we can see from the survey, Pakistan is a male dominated society so we can assume because of male dominance, male moderates more as compared to female, and hence the fourteenth hypothesis is supported.

4.6 Summary of findings

This summary part describes the complete summary of the research findings and shows what the results obtained from the final results. The outline of the results of all hypotheses tested are presented, in table 4.16.

Table 4.16 Summary of the hypothesis testing.

	Statement	Findings
H1	<i>Leader's high expectation has a significant positive influence on employee performance.</i>	Supported
H2	<i>LMX has a significant positive influence on Employee Performance.</i>	Supported
H3	<i>T&D has a significant positive influence on employee performance.</i>	Not Supported
H4	<i>Organizational culture has a significant positive influence on employee performance.</i>	Supported
H5	<i>Leader's expectation has a significant positive influence on organizational commitment.</i>	Supported
H6	<i>LMX has a significant positive influence on organizational commitment.</i>	Supported
H7	<i>T&D has a significant positive influence on organizational commitment.</i>	Supported
H8	<i>Organizational culture has a significant positive influence on organizational commitment.</i>	Supported
H9	<i>Organizational commitment positively influences on employee performance.</i>	Supported
H10	<i>Organizational commitment has a positive mediation role between Leaders expectation and employee performance.</i>	Supported
H11	<i>Organizational Commitment has a positive mediation role between Leaders member exchange (LMX) and employee performance.</i>	Supported
H12	<i>Organizational commitment has a positive mediation role between T&D and employee performance.</i>	Supported
H13	<i>Organizational commitment has a positive mediation role between organizational culture and employee performance.</i>	Supported
H14	<i>Gender moderates between organisational commitment and employee performance.</i>	Supported

4.7 Summary of the chapter

This chapter provides the underlying reasons and justifications for employing PLS path modelling in the present research. This analysis was based on two major parts, measurement analysis and PLS-SEM analysis. Data cleaning was conducted regarding missing data and outliers. Descriptive statistics were done on the profile of the respondents and presented in graphical shape. The results of normality, multicollinearity showed promising results for better future analysis, which allowed for conducting the PLS analysis.

The path coefficients present a significant positive association between all controlled variables and observed variables. Such as indirect relationship LE, LMX, and Organisational culture all positively related to the employee performance, baring only T & D, but with mediation all hypotheses are supported. The last chapter 5, will discuss the findings in detail, followed by implications, limitations and suggestions, for future research directions as well as a conclusion of the study.

Ch 5 : Discussion & Conclusion

5.1 Introduction

This last chapter discusses the major study results presented in the previous chapters associating them to the conceptual theoretical perspective and recent studies related to workplace deviance. The primary sources of information for hypotheses testing in this study, which eventually led to the achievement of the research objectives. Final results are examined based on the research questions research and objective of this study, which is derived from the problem statement and shown in chapter one.

In this chapter, section 2, recapitulates the results of this study. Section 3, recapitulates the research methodology. Section 4 explains the findings of the research in the light of underpinning theories and section 5, explains the research contribution and implications, where practical, methodological and theoretical, consequences of the study are discussed. Section 6, in this section limitations of this study are discussed in detail. Section 7, based on these suggested limitations future research directions are made. In this final section, the conclusion of this study is drawn.

5.2 Recapitulation of research findings

This research aimed to explore and to provide deep insight into the relationships between Leader's expectation (LE), Leader-member-exchange (LMX), Training & Development (T&D), Organisational culture (OCL) organisational commitment and employee performance with a moderation effect of gender in the banking sector, in three large cities of Pakistan, Lahore, Islamabad, Karachi. This was consistent with calls for closer integration between the literature on employee performance, LE, LMX, T&D, OCL and organisational commitment. It was also based on an extensive and thorough review of literature where there is not much known about the potential of a gender moderating role on the links between organisational commitment and employee performance. (See chapter 2 for in detail explanation)

From analysis of data, the following results were obtained, concerning the main direct hypothesis with employee performance related to organisational commitment. Hypothesis 1, 2 and 4 predict a significant positive significance between, LE, LMX, OCL and employee performance, but for hypotheses 3, T&D show an insignificant result. The hypotheses 5, 6, 7, 8 and 9 concerning organisational commitment, predict a positive

relationship between LE, LMX, T&D, OCL, employee performance and organisational commitment. (See chapter 4 for in detail explanation)

Furthermore, regarding the mediating effect of organisational commitment, hypothesis 10, 11, 12, and 13 predict a mediating role of organisational commitment between LE, LMX, T&D, and OCL.

Overall, this research study has turned out successfully in investigating the current knowledge of the focused consideration of employee performance, by answers to the following research questions: (See chapter 1 for further detail)

- 1) Does the Leader's expectation have a positive relationship with employee performance?
- 2) Does Leader-member exchange (LMX) have a positive relationship with employee performance?
- 3) Does training & development (T&D) have a positive relationship with employee performance?
- 4) Does organizational culture have a positive relationship with employee performance?
- 5) Does organizational commitment mediate the relationship between leader expectation, Leader-member exchange, T&D, Organizational culture and employee performance?
- 6) Does gender moderate the relationship between organisational commitment and employee performance?

Concerning the direct association between controlled variables and observed variable, the final results of this research study shows that all research hypotheses were supported, amazingly except for the association between T&D and employee performance.

The results of the PLS path model showed that leader expectation has positive relationship with employee performance. LMX significantly relates to employee performance. In organisational culture, findings also shows a significant positive relationship with employee performance. Additionally, it was unexpected for this research to indicate that T&D does not have a significant relation to employee performance at 5% level of significance. Concerning organisational commitment as a mediator on these relationships between exogenous LE, LMX, T&D, OCL and the endogenous latent variable employee performance has shown to have positive relationship. Results show empirical support for

all hypotheses. Organisational commitment has a significant positive role as a mediator and the findings show that there is a moderating role of gender between organisational commitment and employee performance.

5.3 Recapitulation of Research Methodology

From a positivist philosophical point of view, this study adopted a descriptive research design, and for the research to answer the specific questions, data had to be collected from 280 bank employees using an online survey. In this study, the research population was bank employees from ten top banks in Pakistan's three large cities, Karachi, Islamabad, and Lahore. Non-probability sampling techniques were adopted for the data analysis, SPSS version 27 and smart PLS-3 were used to get research results. To answer the research questions, set out at the start, fourteen hypotheses were developed and tested and SEM-PLS analyses were performed. The research data analysis answered all research questions as well as tested all research hypotheses, respectively. First, the direct effect of LE, LMX, T&D, OCL and organisation commitment on employee performance was investigated and then the mediating role of organizational commitment was examined thoroughly with smart PLS analyses. Lastly, the moderating effect of gender was tested through multiple regression analysis.

5.4 Discussion of findings

The overall purpose of this research study was to examine the association among the leader's expectation, leader-member exchange (LMX), training and development (T&D), and organizational culture (OCL) on employee performance. More precisely, this research investigates the direct association between LE, LMX, T&D, and OCL with employee performance. This study also examined the mediation role of organizational commitment among LE, LMX, T&D, OCL and employee performance. It initially presents the discussion on direct relationships and then goes into detail about the indirect relationships through mediation of organizational commitment.

The first section answers the research questions concerning the direct association between controlled variables and observed variables. The study tested four direct associations, on employee performance, namely leader expectations, leader-member exchange, training and development, and organizational culture. The four direct relationships of the variables explain the first four research questions.

Second section will answer the research questions related to the organizational commitment mediation. The mediation section will answer the fifth research question and in the final section will discuss the last sixth research question.

5.4.1 Predictor variables direct effect on EP.

To the best of my knowledge no prior research has looked into these seven variables altogether. This study aimed to look at whether these variables have a positive association with employee performance and also to analyse whether organizational commitment mediates the relationship among predictor variables and observed variable. To start, the direct relationship results are discussed first, and then with mediation, and at the end with the moderation of gender respectively.

As discussed in chapter 2, the concept of leadership is a process through which a leader influences positively and motivates an individual or group in order to accomplish target goals.⁵²⁵ Both theory and research findings suggest that the leader's high expectations from employees can positively influence their performance,⁵²⁶ this study then hypothesized that leaders' expectations do indeed positively affect employee performance. To confirm this, research hypotheses were developed and examined by using PLS path modelling.

Interpretation concerning hypothesis 1: The first hypothesis in this study was that leader expectations positively affect employee performance. As expected the results revealed a significant positive relationship between the leader's high expectations and employee performance. The table 4.13 above in chapter 4 indicates that leader expectations are positively related with employee performance ($\beta = .0916$, $p < 0.05$), implying that the leader's high expectations were able to influence the employee's performance positively. This finding seems to suggest that high leader expectation from employees improves their chances of achieving an expected results, producing a higher quality of work, intentions to do work, higher degree of effort and hard work.⁵²⁷

Additionally, these findings are in line with the Pygmalion theory. A performance review can be an excellent example of how the "Pygmalion mechanism" affects individual performance. Employee job reviews are not just about the previous achievements but

⁵²⁵ Northouse, 2001

⁵²⁶ *ibid.*

⁵²⁷ *ibid.*

performance reviews also direct future targets of performance. An encouraging performance review pleases employees and urge them to take more steps towards better performance with a positive feeling of confidence. It was found a leader's non-verbal gestures can communicate the tidings of appreciation and acceptance⁵²⁸ and hence research confirms a positive link between leader expectation and employee performance.

Concerning hypothesis 2, as forecasted by PLS path modelling, results showed that the leader-member exchange influence employee performance positively. The LMX theoretical concept emphasizes the process of reciprocity between employee and leader and the growth of a dyadic relationship within the social exchange. LMX concept further states that a leader's relationship is not the same with every follower and that they grow different bonds with individuals. LMX bonds are distinguishable by the presence of respect, reciprocal influence and shared trust.⁵²⁹

Table 4.13 in chapter 4 showed that the leader-member-exchange (LMX) has positive associations with employee performance ($\beta = 0.2733$, $p < 0.05$). These results are also supported by the adopted social exchange theoretical model which encourages the positive relationship between leader-member exchange and employee performance.

Interpretation concerning hypothesis 3, the results of this study showed that T&D is not significantly associated with employee performance. As discussed in the chapter literature review, T&D has no significant positive relationship with individual performance. Still, the research results are surprisingly insignificant, at a 5% level of significance as we can see in table 4.13. The findings in table 4.13 indicate that T&D is not significantly related to employee performance ($\beta = 0.1125$, and $P = .0861$) value of $P > .05$. These results were found to be insignificant because T&D were not able to achieve their desired employee performance as expected. More so, this finding maybe because banks follow old policies regarding T&D, which are no longer operative. This would determine that T & D is not significantly related to employee performance and would indicate that banks should upgrade their T&D programs. These findings show that might be new training programme with better skills and experience makes employees to achieve better performance.

Concerning hypothesis 4, the result indicates that organisational culture is positively associated with employee performance ($\beta = 0.2138$, $p < 0.05$). This implies that

⁵²⁸ *ibid.*

⁵²⁹ Xiao-Hua et al., 2015

organisational culture is able to positively influence employee performance. These findings seem to suggest that innovative and supportive culture can lead to better employee performance, taking the form of achieving an expected result, higher quality of work, better intentions to do work, a higher degree of effort and hard work. Supportive, result-oriented and encouraging cultures create intrinsic motivation, related to satisfaction with oneself, which an employee reflects in the context of extra work, hard work, intention to do the job or higher performance. These research results are supported by Maartje (2020), who says that every employee must have a supportive culture at work, have hope for improvement, and receive appreciation. Further considerations are internal factors such as self-esteem, achievement, as well as external factors such as recognition and attention.⁵³⁰ Thus these results are in support of social exchange theory.

5.4.2 Mediation effect of organizational commitment

The organizational commitment mediation can be seen as a mediator between predictor variables (LE, LMX, T&D, and OCL) and an observed variable (EP). The mediation findings are discussed in this section with details.

This research study focused on investigation the role of organizational commitment as mediation between LE, LMX, T&D, OCL and employee performance. Therefore the research question of this study was the following.

Does organizational commitment mediate the relationship between controlled variables and observed variables?

Results are presented in the table 4.14. The findings indicate that organizational commitment can be seen as a mediator in the association between controlled variables (LE, LMX, T&D, and OCL) and an observed variable employee performance.

Therefore the answer of this research question is, yes organizational commitment does play positive mediation role among LE, LMX, T&D, OCL and EP.

The literature review also suggests that organisational commitment enhances proactive behaviour, so a committed employee shows more engagement with an organization and

⁵³⁰ *ibid.*

tends to take part into the task performance energetically which leads to high performance.⁵³¹

Furthermore, concerning hypothesis 10, as shown in (Table 4.14), the results indicate that organisational commitment mediates positively between leader expectation and employee performance ($\beta = 0.0391$, $p < 0.05$). This implies that organisational commitment mediates positively on LE and employee performance. These findings seem to suggest that employees who have more organisational commitment give a better performance at work in regular performance checks of: such as (achieving an expected result, quality of work, intentions to do work, high effort and hard work) with leaders' high expectation.

Similarly, concerning hypothesis 11, 12 and 13, as results shown in table 4.14 indicate, organisational commitment mediates positively between LMX, T&D, OCL and employee performance. As seen with the organisational commitment mediation role between LMX and EP ($\beta = 0.0316$, $p < 0.05$) organisational commitment mediation between T&D and EP ($\beta = 0.1015$, $p < 0.05$) and organisational commitment mediation between organisational culture and EP ($\beta = 0.0763$, $p < 0.05$).

Thus, these findings suggest that the level of commitment towards an organization is associated with the leadership, T&D, and organizational culture. So when employees have the perception that their organization encourages the creation of proactive leadership, supportive culture and T&D, the employees have more strong and optimistic sentiments towards the organization.

These productive sentiments generate more strong affiliation and attachment which make employees more committed with the organization. Employees' commitment to the organization tends to motivate them to take further actions, which leads to higher individual performance.

The findings of this research study are in the line with the results of previous literature discussing high organizational commitment leading towards better employee performance. It can therefore be summarised that the findings of this study confirm that organizationally committed employees have a positive attitude towards their job tasks. This commitment leads to being entrusted with future core tasks and taking the measures that favour improving performance.

⁵³¹ Belschak & Den Hartog, 2010

5.4.3 Moderation effect of gender

Acceptance of hypothesis provides proof that gender has a significant role between employee performance and organizational commitment as discussed in detail in chapter 4.5.3 the moderation results.

The structural equation model for the moderation of gender on employee performance and organizational commitment ($P = 0.000 < 0.01$) shows that the model is statistically significant and it means that there is a significant relationship between the moderating variable (gender), interaction, organizational commitment and employee performance.

For the moderation we check the moderation variable P-value or interaction p-value if any one of them is significant that shows there is moderation variable effect. Since the interaction effect is significant, it means that the gender being the moderating variable significantly moderate the relationship between employee performance and organizational commitment.

In this study the moderator variable (gender) is significantly moderates the relationship between organisational commitment and employee performance. Pakistan is a male dominated society so we can assume because of male dominance, male moderates more as compared to female, and hence the fourteenth hypothesis is supported. Therefore, the findings of this study indicate that managers should pay attention to gender moderation when designing tasks.

5.5 Research contributions and implications.

The findings of this study produce several practical, theoretical and methodological presumptions. The first part will talk about the theoretical presumptions, the second part will consider the practical and the third part will discuss methodological implications.

5.5.1 Theoretical implications

This research contributes to the context of theory, specifically contributing to leader expectations (Pygmalion mechanism) and Leader-member exchange (LMX). Furthermore, the findings of this research lend credence to the social exchange theory by providing empirical evidence. This is the first study examining in an integrated perspective, the association between all these theoretical constructs.

The theoretical framework of this research was motivated by the gap in a literature review on the subject, as well as preliminary empirical evidence from past studies. This research is mainly based on the social exchange theory the supportive theory of the Pygmalion effect and leader-member exchange (LMX).

By observing the individual variables involved in this research, the present research findings have also contributed to theory and literature, which includes; (1) established the positive influence of leaders high expectation on employee performance;⁵³² (2) showed the positive impact of Leader-member-exchange(LMX) on employee performance;⁵³³ (3) setting up positive influence of OCL on employee performance (4) found the positive result of Leaders expectation on organisational commitment; (5) showed the positive influence of LMX on organisational commitment (6) established the positive influence of T & D on organisational commitment (7) found the positive influence of OCL on organisational commitment (8) demonstrating the mediating impact of organisational commitment between leaders expectation and employee performance; (9) established the mediating effect of organizational commitment between LMX and employee performance. (10) Showed the mediating role of organizational commitment between T&D and employee performance. (11) Found the mediating role of organizational commitment between organizational culture and employee performance. (12) Expanding the theories of social exchange (Blau, 1964) Pygmalion effect and LMX theory.

This research validates the social exchange theory (Blau, 1964),⁵³⁴ and reciprocity effect, as explained in chapter two. This research also validates the Pygmalion mechanism⁵³⁵ and leader-member exchange concept.⁵³⁶

The above mentioned findings of this study expand these theories in the context of developing countries because most of these findings were generated in developed countries such as Germany, Netherlands, USA, and UK. At the same time, the findings of this study also expand these theories in the service sector, like in banks, because previously, most of the research was conducted in firms and manufacturing industries of developed countries.

⁵³² *ibid.*

⁵³³ *ibid.*

⁵³⁴ *ibid.*

⁵³⁵ *ibid.*

⁵³⁶ *ibid.*

In contrast, the present findings were made within the banking sector. These research findings then contribute to the body of knowledge in a different context compared to others because Pakistan has a distinctly different culture, ethnicity, and language. To some extent, the results of this research can contribute to the application of social exchange, Pygmalion effect and LMX theory within the banking sector. Therefore, the final results of this research contribute to the body of knowledge on how these theories are applicable in the Pakistani banking sector.

Livingston wrote in the context of the Pygmalion effect, that what a leader expects from their followers and how they behave with them, these actions determine their performance. The best leaders create high-performance expectations that followers fulfil. The expectations could be made and delivered in many contexts.⁵³⁷ The high expectations of leaders is based on what they perceive about themselves in the context of their potential and skills to make proactive followers. If the leader has confidence in their skills, they will most likely be able to motivate followers to a better level of performance. What a leader expects from their followers and how they treat them accordingly, can lead them to achieve these very expectations. But if a leader has a lack of confidence in their own potential to motivate followers, they will expect less from followers in turn. This mechanism follows that high expectations will lead to high performance and low expectation to perform less.⁵³⁸

Thus, these research findings contribute to the Pygmalion mechanism theory in that it is true in the service sector of a developing country as well. Hence, as results validate that this theory is evident in the Pakistani bank employees, it helps employees to motivate themselves to higher level of performance.

Social exchange theory works in the context of reciprocity prospects. If the leader has a good level of respect and trust then the same could be expected from others good as reciprocity effect shows. Hence, by adopting the social exchange theory in this research work, the study has been able to find that both parties are committed to creating balance between what they provide and receive from social exchanges. Additionally, the Pygmalion effect and social exchange theory are associated with more substantial employee contributions in terms of higher commitment, quality of work, hard work,

⁵³⁷ *ibid.*

⁵³⁸ *ibid.*

intention to do work, higher effort, and better performance in the organization.⁵³⁹ This theory contributes to the individual performance in the Pakistani banking sector because it leads to commitment, mutual understanding, growth, high productivity and interpersonal attachment between the managers and subordinates for overall better performance.

In this study the theoretical contribution looks at the relationship between controlled variables (LE, LMX, T&D, and OCL) and observed variables (EP). Furthermore, this study demonstrates the mediation effect of organizational commitment between the controlled and observed variables.

Results are presented in table 4.14. The final findings prescribe that organizational commitment mediates the relationship between LE, LMX, T&D, OCL and employee performance.

This study also contributes by proposing that when employees recognize high expectations from the leader, then supportive leader behaviour and supportive culture of commitment towards the organization will be high.

In addition the findings prescribe that when employees feel committed towards the organization, or loyal the individual will perform higher.

To the best knowledge of the researcher, this study is the first empirical research study on leader expectation, LMX, T&D, OCL, employee performance with the mediation of organizational commitment and the moderation role of gender in Pakistani banks. These research results validate social exchange theory, the Pygmalion effect, and leader-member exchange in the service sector.

5.5.2 Practical Implications

The results of this research show practical significance, which reports that there is a notable positive association between the variables. The findings were drawn based on the statistical result and useful recommendations. This section presents empirical evidence on the meaningful relationship between the leader's expectation, LMX, T&D, OCL, with the mediation of organisational commitment and the moderating role of gender between commitment and employee performance. The findings were also drawn based on the

⁵³⁹ *ibid.*

statistical results from the data collection conducted and subsequent analysis of that data. This section provides practical recommendations to leaders, stakeholders and policymakers on how high leader expectation, leaders behaviour, T&D and organisational culture, can lead to better individual performance which will also lead to performance and survival of the Pakistani banking sector overall. This will also provide more insight into what is needed to achieve the desired goals in the organization.

Pakistani banks have recorded a rapid rate of growth in recent years. The leadership role could be sustained by displaying proactive leadership behaviour as compelling motivation of reciprocal actions from the employees and encouraging leadership behaviour by the employees.⁵⁴⁰

The research results indicate that high leader expectation and leaders-member exchange play a significant role in achieving employees' high performance. Therefore, leaders should concentrate on adjusting their behaviour with employees. The employee performance includes work skills, work knowledge, work quality, and hard work, so through leaders, high expectations and leader exchange behaviour in the organization can achieve better performance.⁵⁴¹ With these optimistic findings, employees are more likely to boost their creative performance, and then contribute to organizational innovation and prosperity. Therefore this comprehensive research study is considered as a precise beginning point for leaders and managers.

The findings of this study also provide empirical evidence that leader-member exchange (LMX) has a significant association with employee performance. This shows that leaders' behaviour influences individual performance, which also implies that leaders were able to easily and effortlessly encourage individual employees to perform their tasks, because of the excellent relationship that exists between the employer and the employees in the Pakistani banks.

Moreover, commitment is essential in order for employees to take part in performing tasks proactively, influencing employee performance positively. Adopting this initiative is part of exhibiting proactive behaviour.⁵⁴²

⁵⁴⁰ *ibid.*

⁵⁴¹ *ibid.*

⁵⁴² Den Hartog & Belschak F.D., 2007

The findings of this study recommend that organizational commitment is positively correlated with employee performance, showing that when employees have strong affiliation with an organization, the level of performance is enhanced.

This positive association can lead to employees taking more initiative and exhibiting proactive behaviour,⁵⁴³ especially when individuals are performing tasks under a visionary leader who identifies new horizons and opportunities. This organizational commitment can encourage employee performance.⁵⁴⁴ The commitment towards organization show increase in performance.

Additionally, the study also shows that the workforce is more dominantly made up of men rather than women, however, it is unilaterally expected that both are skilled and talented in pursuing their task performance. In this research, data shows that the education level of bank employees is either at a bachelor and master degree, which indicates, that the employees are highly knowledgeable, so leaders should have high expectations from them according to their knowledge, and get a high level of performance from employees in turn.

The research findings also reveal that overall culture play a very critical role in the enhancement of individual performance. Final results also show that organisational culture is an essential factor for employees to improve on task performance in Pakistani banks.

However, it should be pointed out that the role of supportive culture leads to creativity and innovation.⁵⁴⁵ Thus, top management could practically enhance the effectiveness at every level by encouraging an organisational culture that promotes creativity and innovation, at the same time, enabling employees to think creatively and innovatively.⁵⁴⁶ The practical efforts for organisational culture is worth focusing on, that which encourages creativity. Managers, for example, should be allowed to generate new ideas and to work on their favourite projects without unnecessary restrictions, provided that new ideas generated are productivity-oriented.⁵⁴⁷

⁵⁴³ Williams et al., 2010

⁵⁴⁴ Lok, P., & Crawford, J., 2004a

⁵⁴⁵ Lund, 2003

⁵⁴⁶ Shattow, 1996

⁵⁴⁷ Martins & Terblanche, 2003

Management of banks should be more supportive and innovative towards employees by maintaining a close relationship with them and achieving a better standard of performance, because a supportive culture leads to trust, commitment, and high performance as a result of reciprocity.

5.5.3 Methodological implications

The present study has a number of methodological significance as well as several implications. One of the methodological contributions lies in assessing the relationship between leaders' expectations and employee performance. In particular, this study tested the hypothesis of the effect of leader's expectation on employee performance and leader expectation's influence employee performance through organisational commitment mediation. PLS path modelling results show significant relationship in the context of Pakistan' bank employees.

Further in methodological context this study contributes to learning psychometric characteristics of each latent variable through PLS path modelling. More specifically this study gives deep insight to analyse the psychometric properties in context of discriminant and convergent validity. Moreover each item's reliability, composite reliability and average variance is explained (AVE).

Convergent validity was observed by investigating the value of AVE for each latent variable and discriminant validity was analysed by observing the relation among a latent variable with the square root of AVE. This research has managed to settle on a robust approach (PLS path modelling) and to analyse the psychometric properties of each latent variable.

5.6 Limitations of the study

Although this study has shown support for the hypothesised relationship between variables, findings still have to be interpreted in light of the study limitation. No research is without limitation but should be treated with caution.⁵⁴⁸ Despite the contributions made by this study with regards to individual performance, there are some limitations of the research that need to be looked into.

⁵⁴⁸ Kehoe & & Wright, 2013

First, although this study produces detailed and significant results, a sample of this study concentrated on the service industry which may limit the generalizability of the results because of cultural, technological and structural differences. Therefore, it is recommended that future research expand the area of research beyond the banking sector.

Secondly, the present study focused on three large cities of Pakistan which does not allow to generalise the findings to the whole country. Therefore in future, other cities of Pakistan need to be considered in order to measure the theoretical construct precisely.

Thirdly, this study only focused on the top ten banks in Karachi, Islamabad and Lahore, and many other banks in Pakistan have not been included in this research. Therefore, in future all banks in Pakistan need to be considered to analyse the theoretical construct at different cities and fully confirm the findings of the present study.

Fourth, self-reported design was adopted in this study and participants had limited options from which to select their answer. The self-reported model was related to the common method variance⁵⁴⁹ and social desirability bias. This research managed these issues by ensuring anonymity and increasing the scale items.⁵⁵⁰ In this research, respondents might have under-reported the answer to the survey questionnaire.

Thus in future, researchers may wish to consider other strategies or methods to access the research variable.

In this research respondents were not given the chance to contribute their full opinion. The respondents' answers could be biased by adopting a Likert scale from 1 (totally disagree) to 7 (totally agree). However, the statements adopted to measure the variables had high validity and reliability, all variables had a value of α above 0.90.

Fifthly, this study made use of the questionnaire as the sole quantitative data collection approach and it is the single source of data. Still, this research can be expanded to include the qualitative method to collect the responses. Future research should attempt to adopt a mixed method of quantitative and qualitative.

Lastly, the use of different theories may enhance the gathering of related knowledge and further understanding of empirical practices.

⁵⁴⁹ Donaldson & Grant-Vallone, 2002

⁵⁵⁰ Moorman, R. H., & Podsakoff, P. M., 1992

5.7 Direction for the future research

To conquer the limitations of this study, recommendations and suggestions for future research are given. Future studies should adopt a longitudinal method adequate for data collection. Future research should also consider other cities of the country, selecting a city from each province to find if there are differences in the results.

The main objective of this research, to a large extent, has been accomplished and the results of this study have produced valuable implications.

The following three limitations are worth mentioning for future study.

The findings of this research stand on a single banking industry. It might not be suitable to assume these findings be considered in other industries without conducting other similar research on those industries. Therefore, future study could be conducted in contrasting industries in Pakistan.

This study is limited to Pakistan's top ten banks in the three biggest cities. Hence, future research should consider other banks and sectors such as small scale industries, health care and the educational sector and should look beyond these cities (Karachi, Islamabad, and Lahore) as well.

Finally, this study is conducted in the Asian continent, in Pakistan, it cannot be generalized to apply to other developed countries with different cultures. Therefore, future research should replicate this research in other countries to compare and investigate any differences in the level of significance.

5.8 Summary of the chapter / Conclusion

Overall the research contributes, theoretically, practically, and explicitly, to knowledge in the context of the Pygmalion effect and leader-member exchange (LMX).

The study results support all theoretically proposed tasks and achieve all research objectives and questions, with few limitations. There have been several studies that examine the leadership role but this research successfully managed to address the theoretical gap by considering the Pygmalion mechanism and leader-member exchange of leadership with gender as a moderating variable.

The objective of this research study was to examine the association between a leader's expectations, leader-member exchange, training and development, organizational culture, organizational commitment and employee performance with gender as a moderating variable in top ten banks in Pakistan.

This study not only contributes to theory but also to practice. Organizations need to stimulate continuous leadership roles, and culture within the organization. The employee then observes a strong commitment towards the organization, and this higher level of commitment then leads to higher performance. As shown, results in table 4.15 indicate that 70.58% of employee performance depends on these variables under investigation. Enhancing the effectiveness of these three variables (LE, LMX, and OC) within the organization can lead to organizational success. Organisations must take these variables under consideration and stimulate them within the organisation.

Also these findings suggest that organizational commitment mediates the relationship among LE, LMX, T&D, and OCL.

This study contributes to theory by examining all of the above described relationships. To the best of my knowledge the association among these focused variables has not been investigated before. The results of this study have accomplished all research objectives and research questions, as outlined in chapter 1.

Ch 6 : BIBLIOGRAPHIE

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Ch 7 : Appendices

Appendix A: General Information about Pakistan

This appendix is designed to provide the reader with the background of the country in which this study is conducted. It consists of the following sections: a brief review of the country's history, geography, climate, people and culture.

I. Geography of Pakistan

Pakistan is located in the north western part of the South Asian subcontinent, Pakistan became a state as a result of the partition of British India on August 14, 1947. Pakistan occupies a position of great geostrategic importance, bordered by Iran on the west, Afghanistan on the northwest, China on the northeast, India on the east, and the Arabian Sea on the south. The total land area is estimated at 803,940 square kilometres.

I. Climate in Pakistan

Pakistan has four seasons: a cool, dry winter from December through February; a hot, dry spring from March through May; the summer rainy season, or southwest monsoon period, from June through September; and the retreating monsoon period of October and November. The onset and duration of these seasons vary somewhat according to location.

I. Language in Pakistan

In Pakistan English and Urdu are official languages but Urdu is a national language. Main languages are Punjabi (38.78 %), Pashto (18.24 %), Sindhi (14.57%), Saraiki (12.19%), Balochi (3.02%). Ethnologue lists 74 languages in Pakistan. Of these, 66 are indigenous and 8 are non-indigenous. In terms of their vitality, 6 are classified as 'institutional', 18 are 'developing', 39 are 'vigorous', 9 are 'in trouble', and 2 are 'dying'

I. Population in Pakistan

Pakistan 2020 population is estimated at 220 million people at mid-year according to UN data. Pakistan population is equivalent to 2.83% of the total world population.

I. The supervisor Letter



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Bitte um Teilnahme an Studie

Herr Naveed Ahmed Khan ist seit 2017 Doktorand an meinem Lehrstuhl. Er beschäftigt sich in seiner Forschung mit Herausforderungen der Personalführung und dem Einfluss von Training auf die Leistungen von Mitarbeitern.

Durch eigene Berufserfahrungen im Bankensektor hat er festgestellt, wie bedeutend der Führungs- und Einarbeitungsprozess für eine hohe Leistung der Beschäftigten ist. In seinen Erfahrungen in Pakistan und England nahm er sehr unterschiedliche Praktiken wahr. Diese Erfahrungen bringt er in seine Forschungen ein, indem er den Bankensektor in Pakistan untersucht und Best Practice Empfehlungen für die jeweiligen Gegebenheiten entwickeln wird.

Ich bitte Sie daher diese Forschungen zu unterstützen, indem Sie an der Befragung teilnehmen.

Mit freundlichen Grüßen

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I. Copy of questionnaire (English)

Thank you for participating in this survey. This research aims to examine, Leader expectation, leader-member exchange (LMX), Organizational culture, training & development influence on the employee performance through mediating role of organizational commitment. All of your responses are precious, and privacy is assured. You and your responses cannot be identified in any way.

Gender: Male Female Prefer not to say.
Qualification: (1) Intermediate (2) Bachelor (3) Masters (4) M.Phil. / PhD
Age: (1) 18-25 (2) 26-35 (3) 36-45 (4) 46-55 (5) 56-65
Experience: (1) < 5-Year (2) 5-15 Year (3) 16-25 Years (4) >26 Years

Your response scale is as follows:

- 1: I strongly disagree with this statement.
- 2: I tend to disagree with this statement.
- 3: I somewhat disagree with this statement.
- 4: I neither agree nor disagree with this statement.
- 5: I somewhat agree with this statement
- 6: I tend to agree with this statement.
- 7: I strongly agree with this statement.

Employee Performance

	1	2	3	4	5	6	7
I often put extra effort in carrying out my job.							
The quality of my work is top-notch. (top of the highest Quality)							
I try to work as hard as possible.							
I intentionally put a great deal of effort in carrying out my job.							
I deliver higher quality than what can be expected.							

Organizational Commitment

	1	2	3	4	5	6	7
I would be very happy to spend the rest of my career in this organization.							
I really feel as if this organization's problems are my own.							
I do not feel like “part of the family” at my organization.							
I do not feel “emotionally attached “to this organization.							
This organization has a great deal of personal meaning for me.							
I do not feel strong sense of belonging to my organization.							

Leaders Expectation

	1	2	3	4	5	6	7
My leader/manager expects me to do top quality work.							
My leader/ manager expects me to put extra effort.							
My leader/manager expects me to be innovative to solve problems.							

Leader-member Exchange

	1	2	3	4	5	6	7
My immediate supervisor understands my problems and needs.							
My immediate supervisor recognizes my potential.							
Regardless of how much formal authority my immediate supervisor has built into his/her position, my supervisor would be personally inclined to use his/her power to help me solve problems in my work.							
I can count on my supervisor to “bail me out” at his/her expense when I really need it.							
My immediate supervisor has enough confidence in me that he/she would defend and justify my decisions if I were not present to do so.							
I usually know where I stand with my immediate supervisor.							
My working relationship with my immediate supervisor is extremely effective.							

Training & Development

	1	2	3	4	5	6	7
The training programmes I went through in this organization effectively prepare me to provide high-quality Performance.							
The organization provides me with sufficient training to handle the introduction of new products and services.							
Employees in my job category normally go through training programmes every few years to improve my task performing skills.							
The organization supports me in joining the training program provided by the Headquarter.							
I have a say in how much training I receive.							

Organizational culture

	1	2	3	4	5	6	7
The culture in my organization can be described as hierarchical.							
The culture in my organization can be described as procedural.							
The culture in my organization can be described as risk-taking.							
The culture in my organization can be described as creative							
My organizational culture can be described as results-oriented							
My organizational culture can be described as encouraging.							
My organizational culture can be described as relationships-oriented.							
My organizational culture can be described as collaborative.							

Thanks for your time.

The End