

EFFECT OF JOB SATISFACTION, EMPLOYEE ENGAGEMENT AND ORGANIZATIONAL COMMITMENT'S ROLE IN THE TRANSFORMATIONAL LEADERSHIP TOWARDS EMPLOYEE WORK PERFORMANCE BY TAKING MODERATE EFFECT OF TRUST IN SUPERVISOR

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ABSTRACT

The goal of this study is to examine the modest impact of supervisor trust on job satisfaction, employee engagement, and organizational commitment in relation to transformational leadership toward employee work performance. 108 respondents make up the study's sample. The seven primary study hypotheses are investigated through an online survey. Additionally, in order to ensure correct results, the analytical model utilized is the structural equation model (SEM), which is based on theory and concepts from the Partial Least Square (PLS) computer package. Our study's findings show that organizational commitment and employee engagement are directly and significantly impacted by transformational leadership. However, job satisfaction cannot be significantly impacted by transformative leadership. Additionally, this study discovered that the relationship between transformational leadership and factors is not significantly moderated by supervisor trust. We may therefore draw the conclusion that the study's findings may aid managers in realizing that high employee engagement and organizational commitment can also boost workers' performance in addition to transformative leadership.

Keywords: Transformational leadership, job satisfaction, employee engagement, organizational commitment, trust in supervisor, employee work performance.

INTRODUCTION

Employee performance is undoubtedly crucial for both their organization and themselves in the fast-paced world of business. Organizations have begun implementing a functional system with performance in today's highly competitive economy. If there is high job satisfaction, high job engagement, and strong organizational commitment, employees can mark focused performance and favorably impact their organization. Furthermore, the ever-evolving nature of organizational life underscores the increasing significance of leadership.

Additionally, a firm must attain optimal employee job performance in order to accomplish desired performance. According to Eliyana et al. (2019), a company's leaders can effectively manage its people resources. Leaders play a major role in establishing cooperative and conducive work environments. Raelin (2003), referenced in Eliyana et al. (2019) and leadership is the capacity to inspire others rather than control them (Gyensare et al., 2017). Numerous researches have suggested that successful leadership styles can inspire and

help people achieve in today's internationally competitive economy. Almutairi (2015) cites Bass & Riggio (2006).

Every leader is unique and has special skills. A corporation must accomplish a talent mapping for specific structural jobs. Talent mapping is used to identify potential leaders who are competent, fit in with the organization's workplace, and are expected to enhance employee performance. According to Winston (2008), talent management is crucial in the increasingly competitive business world. Transformational leadership gained popularity among leadership scholars in comparison to other leadership styles (Khalili, 2016; Schaubroeck et al., 2012; Shin & Zhou, 2003; Wang et al., 2013). It is cited in (Shafi et al., 2020). Burns (1978) introduced the idea of transformational leadership, which Bass (1985) further developed and described as inspiring employees to work diligently and achieve the organization's goals. Additionally, according to Burns' (1978) leadership theory, a transformational leadership style fosters mutual understanding and a two-way relationship between management and employees. Furthermore, we can argue that the communication that transformational leadership fosters between management and staff is carried out in a way that encourages workers to work for the company's goal rather than their own interests.

The prior theories of Burns,(1978),Bennis and Nanus (1985), tichy and Devanna (1986), Bass and Avolio (1994) as cited in (Advani & Abbas, 2015) state that significant principle of the transformational leadership theory is the leader has the ability to influence the fan to obtain in excess of what the followers are supposed toward accomplish. Jamaludin (2011) as cited in (Almutairi, 2015) performed research work on the leadership as well as their methods and explain that well organized leaders are those who employed their commands for the extra worth of followers and organization. Additionally, most studies link the transformational leadership style to workers' job success. (Deluga & Souza, 1991) discover a relationship between transformative leadership style and productivity. Furthermore, transformative leadership and employee job performance are positively correlated,

according to Howell et al. (2005). According to a study by Dvir et al. (2002), transformational leadership enhances worker job performance. According to a number of studies, leaders greatly value affective commitment, job happiness, and staff performance (Bass & Riggio, 2006; Dionne et al., 2004). The degree to which a person is content with their work is indicated by their job satisfaction. One researcher defines job satisfaction as a delightful or positive emotional state that arises from evaluating one's work and experiences; the happier an employee, the higher their level of job satisfaction. Increased employee performance will have an impact on organizational performance and eventually boost the company's profit. According to Nelson (2006), employee satisfaction is invaluable. Employees that are frustrated or disheartened have a detrimental impact on their willingness to work. Employee dissatisfaction lowers their commitment to the company, which affects both their performance and ultimately the organization's performance. Organizations are increasing their human resource capital to compete in this global market, acknowledging the importance of employee performance and happiness in the face of growing competition.

Numerous experts, consultants, and academics have been contributing to aid leaders by demonstrating the most effective approaches and strategies that might be helpful in improving employee performance. One approach is known as employee engagement, and Kahn first proposed this idea in 1990 (Kahn, 1990). According to well-known press articles and business scholars like the Corporate Leadership Council (2006) and the Gallup Management Journal (2005), a company that has engaged employees is more competitive. However, a number of studies have shown a positive correlation between employee engagement and performance. Additionally, staff performance is positively impacted by transformative leadership.

Organizational commitment refers to a person's capacity for acknowledgment and dedication inside a specific company. According to Deal and Kennedy (2000), referenced in Almutairi (2015), dedication can increase organizational performance and effectiveness. Put differently,

employee performance can be enhanced by corporate commitment. According to several studies (Mathieu & Zajac, 1990; Guest, 1997; Suliman & Iles, 2000; Liou, 2008), referenced in (Almutairi, 2015), dedicated workers perform better.

According to numerous studies (Al-Amin, 2017; Ali, Ali, Ahsan, Rahman, & Kakakhel, 2014; Mangkunegara & Miftahuddin, 2016), as referenced in (Eliyana et al., 2019), transformational leadership has a favorable impact on employees' work performance. However, Almutairi's (2015) study asserted that organizational commitment acts as a mediator factor between transformative leadership and workers' productivity. Apart from this, research has shown that transformational leadership can effectively drive workers toward work performance (Advani & Abbas, 2015; Albion & Gagliardi, n.d.; Bass et al., 2003; Paracha et al., 2012). Moreover, organizational dedication is another important factor that affects productivity. Tolentino (2013) examined organizational commitment between academic staff and administration at the chosen university, as reported in Eliyana et al. (2019). The results show that academic staff members' work performance and dedication are significantly correlated.

The aforementioned discussion leads us to the conclusion that there are conflicting results in the literature and that numerous organizational commitment, job satisfaction, employee engagement, and transformational leadership factors that collectively affect employee work performance have not yet been investigated. Because it examines the importance of job satisfaction, employee engagement, and organizational commitments in transformational leadership toward employee work performance with the moderating influence of supervisor trust, the current study is crucial.

Problem Statement

Fundamental problem that inspired this study is:

Does taken job satisfaction, employee engagement and organizational commitment altogether influence employee work

performance in the transformational leadership?

In light of this issue, the goal of this study is to determine the variables that can impact employee work performance through empirical testing of the model that suggests job satisfaction, employee engagement, and organizational commitment. However, in order to improve the relationship between job satisfaction, employee engagement, organizational commitment, and transformational leadership toward work performance, we are incorporating the concept of supervisor trust.

Research Questions

The overall purpose of this study or research will be reached by attempting to answer the following research questions:

Does job satisfaction serves as a mediating role between transformational leadership and employee work performance?

Does employee engagement serves as a mediating role between transformational leadership and employee work performance?

Does organizational commitment serve as a mediating role between transformational leadership and employee work performance?

Does trust in supervisor serves as a moderator role between transformational leadership and mediators (i.e. job satisfaction, employee engagement, organizational commitment)?

Literature Review

The literature outlining the theoretical framework and hypothesizing the relationship between the many factors taken into consideration for the current study are presented in this section of the research paper. This section is divided into three primary sections for this purpose. The first section examines the literature on the main theory of transformational leadership and how it affects the mediators taken into consideration for this study, such as organizational commitment, job engagement, and job satisfaction. The impact of mediators on employee work performance—that is, job satisfaction, job engagement, and organizational commitment—is examined in the second section. The final section examines the moderating influence that transformative leadership plays in relation to mediators (i.e.,

on job satisfaction, work engagement, and organizational commitment).

Transformational leadership Style

According to (Mekpor & Dartey-Baah, 2017), Burns (1978) and Bass (1985) introduced the notion or idea of transformational leadership style while researching the term "class leader." Bass (1985a, 1985b, 1990, 1997, 1998) then passed it on. According to him, transformational leadership is the capacity of a leader to inspire followers to align with organizational goals rather than prioritizing their own interests. Additionally, according to another study (Bass et al., 2003), there are four primary elements or characteristics of transformational leadership: intellectual stimulation, idealized influence, customized concern, and inspirational drive.

According to James McGregor Burns' 1978 research, which is quoted in Advani & Abbas (2015), Burns first used the term "transactional leadership" in his book to describe how to connect with a team and accomplish a shared goal. Furthermore, he asserts that transformational leadership is the only approach that improves morals and motivation while simultaneously strengthening the bond and impact of the entire team. In a different study by Yukl (1989), referenced in (Mukulu, Elegwa, 2015), Additionally, according to a study by Judge and Piccolo (2004) that was referenced by Gyensare et al. (2017), transformational leadership has the highest overall validity in empirical research compared to transactional and laissez-faire leadership styles. Intellectual stimulation, individual consideration, idealized influence, and inspirational motivation—also referred to as the "four I's"—are the four primary components of transformational leadership, according to B. J. Avolio et al. (1999). These elements are highly beneficial to the organization's managers.

Intellectual stimulation:

Intellectual stimulation occurs when a transformational leader is willing to challenge the company's current presumptions and beliefs in order to encourage the development of novel ideas and methods. Mekpor and Dartey-Baah (2017) cite Bass (1997). Additionally, we might characterize this element in light of (Advani & Abbas, 2015), which states that intellectual

stimulation enables leaders to inspire innovation and creativity by questioning the group's conventional wisdom. Intellectual stimulation also entails testing followers' problem awareness and problem-solving skills. By challenging followers' presumptions and beliefs and inspiring them to be inventive and creative, leaders tackle age-old issues in novel ways. (Mukulu, Elegwa, 2015) cites Barbuto, 2005. To put it another way, leaders inspire their followers by allowing them to propose novel ideas and thoughts without worrying about repercussions. They inspire followers to take initiative or be independent in resolving problems. To approach the issue from a fresh angle, managers push their staff members. By doing this, they encourage them to think critically within the organization, which eventually increases employee engagement (Mukulu, Elegwa, 2015). Intellectual stimulation is essential for building a strong company and improving critical thinking and problem solving (Advani & Abbas, 2015).

Individual consideration:

According to Dinne, Yammarino, Atwater, and Spangler (2004), referenced in (Shafi et al., 2020), individual consideration refers to a manager who personally examines each subordinate's issues and offers support. Additionally, as stated in (Mukulu, Elegwa, 2015), managers attend to the particular needs of their subordinates to ensure that they have undergone the firm's transformational process (Simic, 1998). Employees must be treated individually based on their skills and expertise (Shin & Zhou, 2003), with the goal of enabling them to reach higher levels of achievement that might not have been possible otherwise. Managers can have an individualized impact on staff members through personalized career counseling, equitable workload distribution, counseling, and professional development activities. Therefore, in addition to having a broad perspective on the organization, transformational leadership must also have a thorough understanding of what motivates followers on an individual basis, which leads to individual attention for their business. Simic, 2003 as referenced in (Mukulu, Elegwa, 2015), resulting in people's involvement with the groups. Here, the manager assessed the feelings

and emotions of the subordinates as well as their desire to grow and improve. In this managers behavior subordinates are seen as different individuals who need certain individual attention that is congruent with the advancing phase they are in (B. J. Avolio et al., 1999). The degree to which the manager attends to each employee's wants, acts as their coach, and pays attention to their worries and needs is another way that the manager can celebrate and appreciate individual consideration (Mukulu, Elegwa, 2015). To put it briefly, individual consideration is crucial for managers and employees to achieve the organization's goals because managers typically serve as mentors and advisors who inspire their subordinates (Advani & Abbas, 2015).

Idealized influence:

Idealized influence demonstrates a structured environment in which staff members respect, trust, and revere their management (Bass et al., 2003). To put it another way, managers with idealized influence can be trusted and recognized for their ability to make wise business decisions and serve as role models (Advani & Abbas, 2015). According to Bono and Judge's (2004) perspective, which was referenced in Mukulu and Elegwa (2015), idealized influence refers to the belief that group benefits are more important to managers than individual advantages. The manager sets an example for the staff by exhibiting strong ethical standards. Both inspirational motivation and a leader's idealized influence—collectively referred to as charisma—have a profound impact on their followers and have the power to shift employees' negative self-concentration to a positive one. The results show that employees become more interested (engaged) with the manager's mission and are prepared to make sacrifices in order to attain organizational goals.

Inspirational motivation:

Inspirational motivation refers to managers who typically inspire and encourage others to accomplish organizational goals, which ultimately boosts the company's profit. It is connected to the company's commitment to its vision. (2015, Advani & Abbas). According to Mekpor and Dartey-Baah (2017), inspirational motivation is the ability of leaders to create and

communicate a vision and to set some difficult targets for their staff. According to research by Mukulu and Elegwa (2015), inspiration motivation is associated with idealized influence; however, while charisma is seen to inspire people, inspirational motivation refers to inspiring and motivating subordinates within the firm as a whole. When a transformational leader demonstrates inspirational motivation, their followers are inspired to contribute to the culture and environment of the entire organization. Inspirational managers set high expectations for their staff and give their work purpose. Motivational speeches and other public expressions of enthusiasm, positive outcomes, and encouraging teamwork can achieve this. The subordinates feel inspired and hopeful about the future, are eager to exert more effort and power in their work, and have faith in their own skills. Inspirational motivation therefore focused on articulating a compelling future vision and communicating it. To put it briefly, the manager's optimism and enthusiasm for the future have an impact on the employees' dedication to the organization. Each of these elements of transformational leadership is very motivating and helpful to an organization. However, in this process, the manager must set an example for advisers, coaches, consultants, and motivators by using the four I's to support and, eventually, increase the productivity of the company's productive subordinates (Advani & Abbas, 2015). Furthermore, the four primary elements of transformational leadership that were previously addressed are interdependent, meaning they must coexist and are thought to have an extra effect that raises subordinates' performance above and above expectations. According to Mukulu and Elegwa (2015), transformational leaders not only encourage their staff to perform well but also foster a sense of enthusiasm for their jobs and the organization they work for. Regarding employee performance, Ahmad et al. (2010) asserted that as globalization begins, leaders' abilities and knowledge confront a number of objectives, tactics, and plans to improve the firm's or company's performance. Walumbwa and Hartnell (2011) assert that there is a strong correlation between employee performance and leadership. Additionally, the term

"performance" is used to analyze how to accomplish organizational goals and assess an individual's knowledge and abilities to be motivated. According to one study by Harris and Ogbonna (2000), referenced in (Advani & Abbas, 2015), the relationship between leadership and performance has received more focused and significant attention.

Theoretical Framework and Conceptual Model:

As stated in (Eliyana et al., 2019), transformational leadership is the idea that has been studied the most up to this point and is strongly associated with desired outcomes for both individuals and teams (e.g., Bass, Avolio, Jung, & Berson, 2003; Peus, Kerschreiter, Frey, & Traut-Mattausch, 2010; Schaubroeck, Lam, & Cha, 2007; Schaubroeck, Lam, & Peng, 2011).

Additionally, Steers, Koh, Terborg & Steers (1995) and Kroeck & Lowe (1996), referenced in Advani & Abbas (2015), focused on job satisfaction and contentment with the manager or leader. Another researcher, Bryman (1992), as referenced in Advani & Abbas (2015), asserted that transformational leadership is specifically linked to the noteworthy outcomes of businesses, including perceived extra effort, job happiness, and staff engagement.

According to a study by Eliyana et al. (2019), job satisfaction is a general attitude toward work performance when there are appropriate awards and accomplishments. According to Chen's (2006) theoretical perspective, work performance and job happiness are positively correlated. Additionally, workers with a high satisfaction ratio will have a low turnover ratio. According to Linz's 2002 study, which was referenced in Ahmad et al. (2010), a positive attitude and conduct toward work as well as increased organizational commitment eventually boost job satisfaction, which in turn boosts individual employee performance. According to the previous study, transformational leadership significantly affects both job satisfaction and performance (Wang et al., 2013).

Employee involvement improves worker performance, according to one study (Rich et al., 2010). Additionally, based on earlier studies, the idea of employee engagement is still useful, with a greater focus on how it affects

work performance (Rana et al., 2014). High levels of engagement have been identified as a source of competitive advantage (Sen, 2009) as cited in (Johnson et al., 2018). Research has shown that engaged employees perform better on the job in both formal role requirements and additional-role attitude (Rurkkhum and Bartlett, 2012) as cited in (Johnson et al., 2018). Organizational commitment, according to Robinson (2001), is the degree to which an employee identifies with a particular group and proposes to uphold their standing as group members. Additionally, in an increasingly competitive labor market, employee commitment is a crucial component for businesses trying to retain their potential members (Khasawneh et al., 2012). As stated in (Palalic & Ait Sidi Mhamed, 2020), the expenses associated with employee commitment, such as hiring, training, and socializing new hires, are worth taking into account (Holton, and O'Neill, 2002).

According to Meyer et al. (1989), referenced in Buil et al. (2019), organizational commitment is a suitable component of job performance. Additionally, as noted in (Buil et al., 2019), numerous studies have demonstrated a favorable correlation between organizational commitment and work performance (Benkhoff, 1997; Suliman & Iles, 2000; Meyer et al., 2002; Chi et al., 2007).

Trust in the supervisor has been found to be closely associated with transformational leadership (Bartram & Casimir, 2007). According to Jung and Avolio (2000), referenced in Bartram & Casimir (2007), trust in supervisors has been identified as a crucial moderator variable in the relationship between transformational leadership and a number of outcomes, including commitment and performance satisfaction. Furthermore, for subordinates to be supportive and totally committed to the leader's goal, as well as to react favorably to intellectual stimulation, they must have faith in the supervisor (Bartram & Casimir, 2007).

Based on the above discussion, we proposed the following hypotheses:

H1: transformational leadership will positively affect job satisfaction.

H2: Job satisfaction mediates the positive relationship between transformational leadership and employee work performance.

H3: Transformational leadership will positively affect employee engagement.

H4: Employee engagement mediates the positive relationship between transformational leadership and employee work performance.

H5: Transformational leadership positively affects organizational commitment.

H6: organizational commitment mediates the positive relationship between transformational leadership and employee work performance.

H7(a): Trust in supervisor positively strengthened the relation between transformational leadership and job satisfaction.

H7(b): Trust in supervisor positively strengthened the relation between

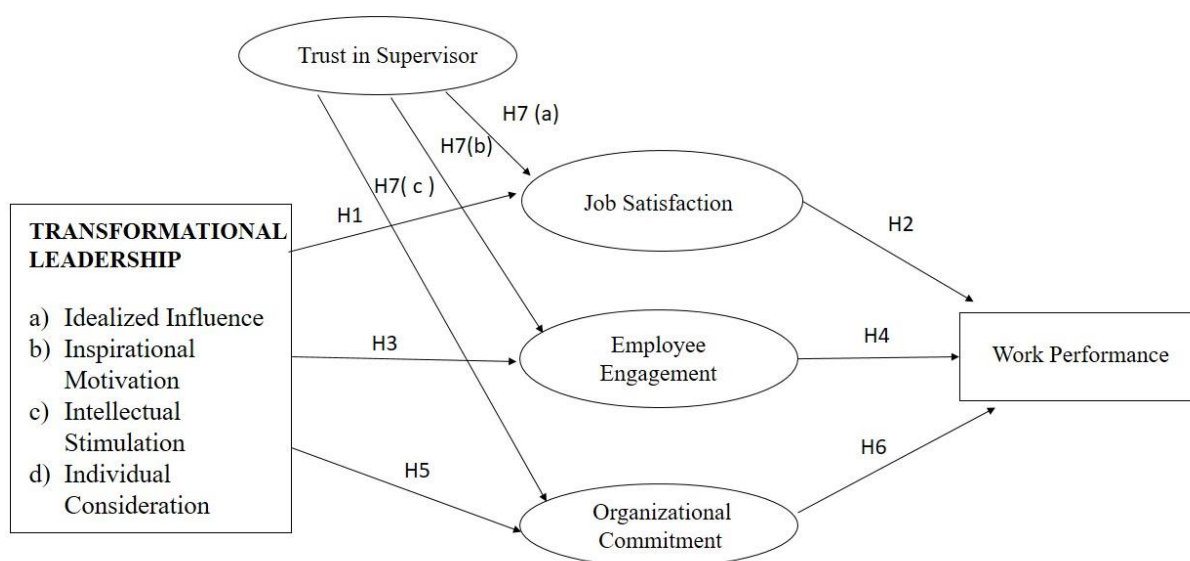
transformational leadership and employee engagement

H7(c): Trust in supervisor positively strengthened the relation between transformational leadership and organizational commitment

Following figure 1 illustrates the conceptual model and presents the hypotheses proposed in this study:

Figure: 1

Conceptual Model and Hypotheses



Methodology

This section presents the study's research methodology. The study approach, research design, instrument development, setting and participants, sampling and data collection method, and sample size are the six primary components that make up this area.

Research approach

To examine how organizational commitment, job happiness, and employee engagement relate

to transformational leadership in relation to worker performance. This study employs a quantitative method to research and data gathering because it proposes a conceptual model that is grounded on current literature and empirically validated findings. In addition to offering a foundation for research and interpretation, a quantitative method permits generalization to a sizable or extensive portion of the population (Adams et al., 2007).

Research design

The four primary components of transformational leadership—influence, intellectual stimulation, individual concern, and inspirational motivation—are the only independent variable in the research model we created based on the previous literature and hypothesis. As a result, our study model has three mediators—job happiness, employee engagement, and organizational commitment—one moderator—supervisor trust—and one dependent variable—employee work performance.

Instrument development

A questionnaire was created in order to gather deep in-sight information for the measurement

of the conceptual model's constructs: Transformational Leadership T.L (with its four components i.e. idealized influence I.I, Inspirational Motivation I.M, Intellectual Stimulation I.S, Individual Consideration I.C), Job Satisfaction J.S, Employee Engagement E.E, Organizational Commitment O.C, Employee Work Performance W.P and Trust in Supervisor T.S. The items used to operationalize constructs are based on literature review and have been tested in preceding studies.

Following table summarizes the constructs and their respective sources.

Table: 1 sources of Questionnaire items.

Constructs	Items	Sources
Transformational leadership Idealized influence Inspirational Motivation Intellectual stimulation Individual Consideration	4 4 4 4	(Avolio & Bass,2020)
Job satisfaction	5	(Habib Ahmad, Khursheed Ahmad,Idress, 2010)
Employee engagement	9	(Schaufeli, W. B., Bakker, A. B., & Salanova, M. (2006).)
Organizational commitment	9	(Habib Ahmad, Khursheed Ahmad,Idress, 2010)
Employee work performance	3	(Habib Ahmad, Khursheed Ahmad,Idress, 2010)
Trust in supervisor	9	(Kurt T. Dirks, 2000)

The survey was created in English. In this study, respondents are asked to describe their past or present work experiences and actions in an organization using the self-report method.

Settings and participants

Several Pakistani cities and provinces received the online survey. Only those who are employed by a company or have worked in a workplace at the time of data collection are eligible to participate. The rationale for this choice is based on the research's examination of variables that impact workers' productivity as reported in the literature.

Sampling and data collection

The snowball sampling technique, a unique kind of non-probability sampling in which a link is provided to contacts, who are then

requested to complete the web-based questionnaire and distribute it with others they know, was used to collect data via social networking sites, namely LinkedIn. The web-based questionnaire was tested and its questions and language were examined in a pilot research (n=6). Every responder who took part in the data gathering process did so willingly and was unknown to the researchers. The majority of the data collected for this study came from women. Additionally, most of the participants were in the 20–30 age range. Additionally, most of the participants hold professional or postgraduate degrees.

Sample size

Data collection process lasted for 4 months. A sample of 108 respondents was received through this online survey.

Data analysis and result

This section presents data analysis and discusses the results. Sample characteristics are presented first, followed by measurement validation. Then model assessment i.e. evaluation of Collinearity assessment, hypotheses testing, path coefficient) are provided. finally, the results are discussed.

Data analysis

PLS provides a commanding method for evaluating a structural model and can be used not only for theory confirmation, but also for suggesting where relationships might or might not exist (Hair et al., 2012). Compared to covariance-based SEM, PLS has minimal demands on measurement scales, sample size and residual distributions (Chin, 2010). Moreover, PLS has become a very famous relationship made up the majority of the participants. Some of the respondents' demographic details are provided in Table 2.

measurement model (construct reliability and validity, discriminant validity) and evaluation of structural model

technique in research, as its use has increased over time (Ringle et al., 2012).

Sample characteristics

For data analysis in this study, a total of 108 replies were employed. With 43.5 percent males and 56.5 percent females, the sample is fairly balanced in terms of gender representation. Of the participants, 50.9% have professional and postgraduate degrees, while the remaining participants have undergraduate degrees. Adults between the ages of 20 and 30 who were either married or in a

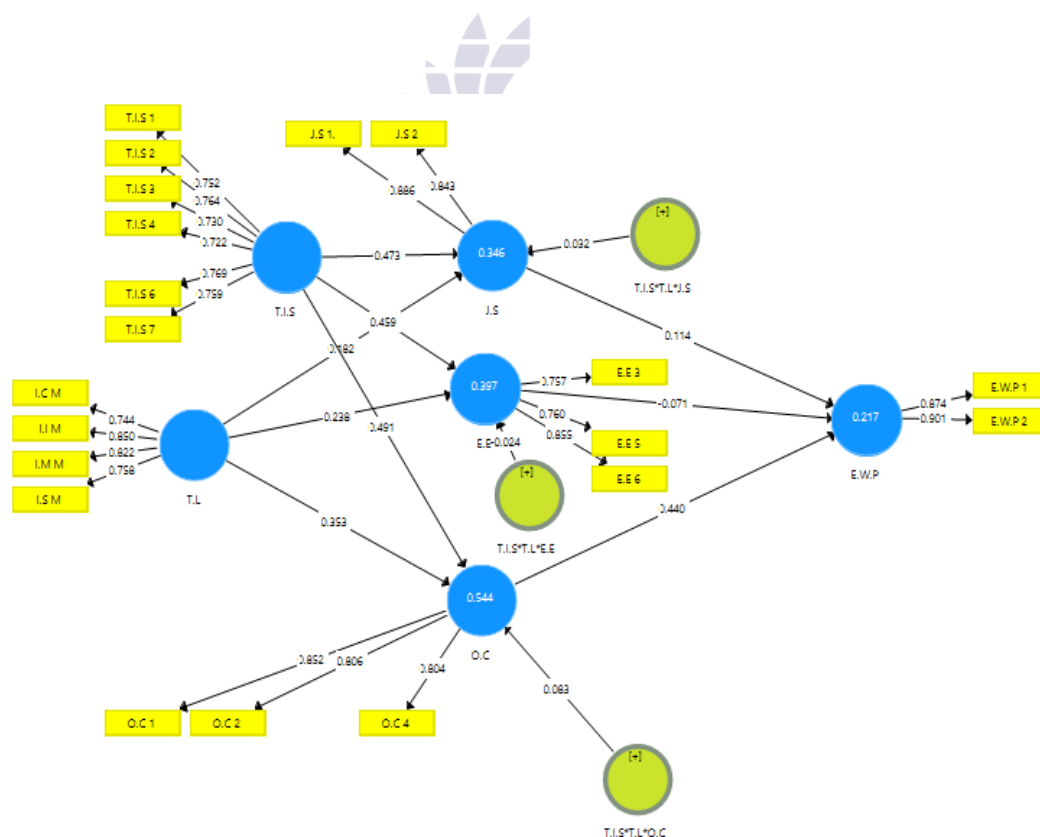


Figure 2: PLS-SEM Model of the study.

Evaluation of measurement model

Since it is crucial to determine that the measures accurately reflect the constructs, the first stage in presenting the results of PLS analysis is to assess the

Construct reliability and validity

Developing the validity and reliability of the latent variables is crucial to finishing the analysis of the structural model, just as in any other research article. Convergent and discriminant validity are employed to

assess validity. The constructs' factor loadings, average variance extracted (AVE), composite reliability (CR), Cronbach α , and rho-A are displayed in Table 3. Table 3: Measurement Model Assessment.

Indicator reliability

Indicator reliability is initially examined to make sure the connected indicators have a lot in common that is represented by the latent construct, since reliability is a prerequisite for validity. Items with weak factor loadings (less than 0.7) and expert recommendations were eliminated after assessing the outer loadings for all latent variables. The three indicators from J.S., three indications from T.I.S., six indicators from O.C., one indicator from E.W.P., and five indicators from EE were eliminated due to their outer loadings being below the 0.7 threshold level after all latent variables' outer loadings were evaluated.

Since their outside loadings are all 0.7 or greater, the remaining indicators are kept. Since that number squared (0.7082) equals 0.50, an indicator's outer loading should be 0.708 or higher, indicating that the latent variable should be able to account for at least 50% of each indicator's variance. (Page 198 of Hulland, 1999) Table 3 shows that the individual indicator reliability values for each indication are significantly higher than the minimum permitted threshold of 0.7. Consequently, the convergent validity requirements were met.

Internal consistency reliability

In our study, we employ "Cronbach's alpha," "Rho," and "Composite Reliability" to assess internal consistency and reliability. Since Cronbach's alpha evaluates dependability based on indicator intercorrelations, it was utilized to

validity and reliability of the measurement items. This section evaluates the measures' convergent and discriminant validity as well as their accuracy.

test internal consistency (Henseler et al., 2009). According to Nunnally and Nunnaly (1978), a Cronbach's alpha value of less than 0.6 denotes a lack of reliability, while the acceptable value is 0.70. All constructions, with the exception of work satisfaction, have alpha coefficients greater than 0.70, as Table 3 demonstrates. With the exception of job satisfaction, all constructs had acceptable Cronbach α values. The composite reliability metric is also appropriate because Cronbach's alpha tends to underestimate internal consistency (Henseler et al., 2009). The composite reliability, which can be read similarly to Cronbach's alpha, accounts for the fact that indicators have varying loadings. Composite dependability is considered to be at least 0.70 (Fornell & Larcker, 1981; Henseler et al., 2009). Table 3 displays the composite dependability values, all of which are higher than the cutoff level. It was within the permissible range of 0.834 to 0.885 in this investigation. Consequently, it may be concluded that this study's measurement tool is trustworthy.

This study also uses RHO, which ought to be more than 0.7 (Dijkstra & Henseler, 2015). Table 3 displays the Rho values, and all constructs—aside from job satisfaction—have values over the cutoff level. Therefore, all constructs are admissible with the exception of work satisfaction. With the exception of job satisfaction, it can be concluded that every assessment tool used in this study is trustworthy.

Convergent validity

Convergent validity means that a set of indicators highlights one and the same underlying construct, which can be assessed through their unidimensionality. (Fornell & Larcker, 1981) suggest using the average variance extracted (AVE) as a criterion of convergent validity.

Convergent validity refers to the model's ability to explain the indicator's variance. The AVE can provide evidence for convergent validity (Fornell & Larcker, 1981). (Bagozzi & Yi, 1988)

suggest an AVE threshold level of 0.5 as evidence of convergent validity. All of our constructs exceeded this level. The AVE for the latent construct employee engagement, employee work performance, job satisfaction, organizational commitment, trust in supervisor, transformational leadership are 0.628, 0.788, 0.748, 0.674, 0.562, 0.632 respectively, well above the required minimum level of 0.50 (Bagozzi & Yi, 1988). Therefore, the measures of all constructs can be said to have high levels of convergent validity.

AVE values are shown in Table 3, all values are greater than 0.5, achieving convergent validity.

Discriminant validity

Since discriminant validity is a complimentary concept, no indicator should be more strongly associated with constructions other than the one it is meant to represent. The Fornell-Larcker criterion and cross loadings are two indicators of discriminant validity (Henseler et al., 2009). According to the Fornell-Larcker criterion, each latent variable's AVE should be higher than its highest squared correlation with any other latent variable. This means that a latent variable shares more variance with its assigned indicators than with any other latent variable. The loading of each indicator is considered in the second measure of discriminant validity, where it is anticipated to be higher than all of its cross-loadings (Henseler et al., 2009). The cross loadings enable this evaluation on the indicator level, even if the Fornell-Larcker criterion evaluates discriminant validity on the construct level (Chin, 2010).

Table 4: Fornell-Larcker criterion result
Diagonals are the square root of AVE of latent variables.

Table 5: Cross loadings criterion results. The results of both Fornell-Larcker and cross loadings in above table 4 and 5 respectively suggest that all construct measurements have adequate discriminant validities.

Evaluation of the structural model

The next stage is to concentrate on the structural model after the measures' validity and reliability have been examined. Variance explained and determining the importance of each route estimate are two important aspects of PLS analysis.

Collinearity assessment

Before making any conclusions, the structural model must be thoroughly assessed in addition to the measurement model. A variance inflation factor (VIF) value of five or above usually denotes a collinearity issue in the structural model (Hair et al., 2012). Examining the structural model's degree of collinearity is crucial (Hair et al., 2014). We must look at collinearity while examining the structural model since a large degree of collinearity among predictor constructs may bias the β s of independent variables.

Table 6: Table of VIF (Collinearity assessment)
Table 6 indicates that there are no Collinearity problems, as all values of VIF are below the threshold of 5.

Hypothesis testing - boot strapping

The significance of path coefficients, or the model's hypotheses H1-H7, was estimated using the bootstrap approach. A particular statistic's sample distribution's shape, spread, and bias can be estimated via bootstrapping (Adams et al., 2007). By randomly selecting instances with replacement from the original sample, the bootstrap technique generates a number of samples, each of which has the same number of cases as the original sample. PLS estimates the path model for each bootstrap sample. A student's t-test for the significance of the path model relationships can then be performed using the bootstrap distribution created by the derived route model coefficients (Henseler et al., 2009). Through a process known as bootstrapping, SmartPLS can produce T-statistics for significance testing of both the inner and outer model. In order to obtain bootstrap standard errors, which in turn provide estimated T-values for significance testing of the structural route, a large number of subsamples (such as 5000) are taken from the original sample with replacement. Table 7: Results of full hypothesis testing

Path coefficient

The numbers in these statistical columns must be examined to determine the "Path Coefficients (Mean, STDEV, T-Values)" when the bootstrapping process is finished. Next, we examine the figures in the "T-Statistics" column to determine whether or not the inner model's path coefficients are significant. If the T-

statistics³² is greater than 1.96, the path coefficient will be significant using a two-tailed t-test with a significance level of 5%. Similarly, if the P-Value is less than 0.05, the path coefficient will be significant.

Table 7 displays the findings of our investigation, which corroborate the hypothesized connections between transformational leadership and organizational commitment (H5) ($t = 4.016$, $p < 0.05$) and employee

engagement (H3) ($t = 1.978$, $p < 0.05$). The suggested connections between transformative leadership and job satisfaction (H1) are not supported by the data ($t = 1.592$, $p > 0.05$).

Moderating analysis

In order to confirm that confidence in supervisors will either boost or moderate the link between transformational leadership and mediators, such as job satisfaction H7(a), employee engagement H7(b), and organizational commitment H7(c), this study employed the significance of indirect routes. The particular indirect impacts displayed in Table 7 are used to assess the relevance of these indirect channels. The indirect path of H7 (a), that is, (TIS*TL $\rightarrow$ JS), has a t value of 0.549 and a p value of 0.583. The indirect path of H7 (b) (TIS*TL $\rightarrow$ EE) has a t value of 0.337 and a p value of 0.736. Additionally, the indirect path of H7 (c) (TIS*TL $\rightarrow$ OC) has a t value of 1.435 and a p value of 0.151.

Therefore, it can be said that the relationship between transformational leadership and mediators, such as work happiness, employee engagement, and organizational commitment, is not considerably improved (moderated) by supervisor trust.

Mediator analysis

In order to confirm that job satisfaction mediates the relationship between transformational leadership and employee work performance (H2), employee engagement mediates the relationship between transformational leadership and employee work performance (H4), and organizational commitment mediates the relationship between transformational leadership and employee work performance (H6), this study employed the significance of indirect paths. The precise

indirect impacts displayed in Table 7 are used to assess the relevance of these indirect channels. The indirect path of H2, or (TL $\rightarrow$ JS $\rightarrow$ EWP), has a t value of 0.664 and a p value of 0.507. We conclude that the association between transformative leadership and employee work performance is not mediated by job satisfaction. The indirect path of H4, or (TL $\rightarrow$ EE $\rightarrow$ EWP), has a t value of 0.433 and a p value of 0.665. We conclude that the relationship between transformational leadership and employee job performance is not mediated by employee engagement. The indirect path of H6 (TL $\rightarrow$ OC $\rightarrow$ EWP) has a t value of 2.18 and a p value of 0.029. We conclude that the relationship between transformative leadership and employee work performance is substantially mediated by organizational commitment.

Discussion

First, we looked at the association between transformational leadership and employee job performance using an integrated model that included a moderating variable and many mediators.

The effect of transformational leadership on job satisfaction and mediating effect of job satisfaction between transformational leadership and employee performance (H1, H2)

The study's empirical findings demonstrate the connection between transformative leadership and productivity (Almutairi, 2015). Mangkunegara and Huddin (2016) found that transformative leadership had a somewhat significant impact on job satisfaction. These relationships showed partial mediation effects, suggesting that staff efficacy in relation to their capacity to meet work objectives can at least partially explain the relationship between transformational leadership and job satisfaction (Albion & Gagliardi, n.d.). In addition, Ali et al. (2014), referenced in Eliyana et al. (2019), investigated the impact of leadership style on job satisfaction, commitment, and resignation willingness. The study's findings demonstrated that transformational leadership had a favorable and significant impact on work performance.

This can occur for a variety of reasons, but in this instance, the results of the relationship test

and the respondents' interviews indicate that the transformational leadership variable is insufficient to significantly affect employees' job satisfaction because H1 is rejected. Additionally, as our research findings reject H2, the mediation role of job satisfaction between transformative leadership and employee work performance is not substantial.

The effect of transformational leadership on employee engagement and mediating effect of employee engagement between transformational leadership and employee work performance (H3, H4)

The study's empirical findings demonstrate that affective commitment and performance are positively impacted by employee engagement (Nazir & Islam, 2017). The association between transformational leadership and job performance is, as predicted, somewhat mediated by employee engagement, suggesting that this variable is a key mechanism connecting this leadership style and employees' job performance. (Buil and others, 2019). As the H3 is accepted, it may be concluded that transformational leadership has a large direct impact on employee engagement based on the findings of the relationship test and the respondents' interviews. However, as our research findings reject H4, the mediation role of employee engagement between transformative leadership and employee job performance is not significant.

The effect of transformational leadership on organizational commitment and mediating effect of organizational commitment between transformational leadership and employee work performance (H5, H6)

According to Almutairi's (2015) empirical findings, transformative leadership and job success are related. Theoretically, job performance and work satisfaction are related. According to (Hettiararchchi & Jayarathna, 2014), a person who has a high level of organizational commitment will behave positively toward the organization, give it their all, make sacrifices, be highly loyal to it, and be willing to stick around. (Almutairi, 2015), examining the role of organizational commitment as a mediator in the relationship between transformational

leadership and work performance. The study's findings indicated that a positive transformational leadership style was associated with job performance. The relationship between the variables of transformational leadership and organizational commitment (H5) and the mediating effect of organizational commitment between transformational leadership and employee work performance (H6) are supported by the study's findings. This may occur as a result of the respondents' perception that their company employs leaders that possess a strong transformational leadership style, which has a substantial impact on their organizational commitment. Additionally, organizational commitment plays a major mediating role between employee job performance and transformative leadership.

The moderating effect of trust in supervisor (H7)

The results support claims made by academics and professionals that trust is connected to significant workplace attitudes and actions. As expected, in one study, work attitudes, such as job satisfaction, employee engagement, and organizational commitment, were most strongly correlated with supervisor trust. This was followed by the majority of citizenship actions and, lastly, job performance (Dirks & Ferrin, 2002). However, our findings show that the moderators were not substantially correlated with any of the variables—transformational leadership job satisfaction, employee engagement, and organizational commitment—indicating that they are somewhat independent. Because our results did not support any of our three hypotheses (H7a, H7b, and H7c) about the moderator, or supervisor trust.

CONCLUSION

According to some earlier studies, the transformational leadership variable can have a favorable effect on aspects of an organization's human resource output. The thought is strengthened by the explanation and confirmation regarding this case. The study's other variables, such as job satisfaction, employee engagement, organizational commitment, and work performance, yielded a variety of results, with job satisfaction and transformational leadership having no discernible effects on employee work performance. Additionally, the findings imply

that employee engagement is positively correlated with transformational leadership style. According to the results, managers should focus more on their leadership style and use a transformational approach to increase employee engagement. The study's findings may also assist managers in realizing that employees' strong organizational commitment can boost their performance in addition to being impacted and improved by a transformational leadership style. It is advised that organizational management provide the foundation for adopting a transformational leadership style given the significance of job performance, employee engagement, and organizational commitment in businesses. Employee engagement, organizational commitment, and job performance would all improve as a result. Lastly, this study seeks to provide theoretical and empirical contributions to the organizational environment as well as a broader discussion of the subject of transformational leadership. The study's findings may also assist managers in realizing that employees' strong organizational commitment can boost their performance in addition to being impacted and improved by a transformational leadership style. It is advised that organizational management provide the foundation for adopting a transformational leadership style given the significance of job performance, employee engagement, and organizational commitment in businesses. Employee engagement, organizational commitment, and job performance would all improve as a result. Lastly, this study seeks to provide theoretical and empirical contributions to the organizational environment as well as a broader discussion of the subject of transformational leadership.

Managerial implications

According to our study's findings, organizations can control workers' productivity by using a transformational leadership approach, which significantly affects workers' commitment to the company and their level of engagement. Employee engagement and organizational commitment will determine how well employees perform. Organizations demand the highest level of work performance, which is crucial for communicating rules, guidelines,

and information from senior managers to lower-level managers.

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