Effect of Authentic, Ethical and Servant Leadership on Organisational Commitment: The Mediating Role of Employee Engagement and Moderating Role of Perceived Supervisor Support. A Quantitative Study in IT Sector in Islamabad

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CHAPTER 1

INTRODUCTION

1.1   Introduction

Chapter one introduces the subject i.e. "Effect of Authentic, Ethical and Servant Leadership on Organisational Commitment: The Mediating Role of Employee Engagement and Moderating Role of Perceived Supervisor Support. A Quantitative Study in IT Sector in Islamabad." The chapter covers a brief background of the organisational commitment in context to the IT industry of Pakistan. It presents problem statement, research questions, and objectives of the study. The chapter explains the scope, significance, and limitations of the study. It defines the variables used in the study. This chapter sets the stage for a general understanding of the research work presented in this paper.

1.2.   Background

Pakistan has an emerging Information Technology (IT) industry. It consists of over 2500 IT companies and call centres. The industry uses around 300,000 IT experts (Raza, 2018). The total annual revenue of the industry is about $3.5 billion, including a domestic market of about $500 million (Raza, 2018). As per Online Labour Index published by Oxford Internet Institute (2017), Pakistan is the fourth most popular country for freelancing. Tahir (2019) citing the Software Export Board Report (2018) noted that Pakistan's IT sector has registered a growth of about 40% since the year 2000. The prospects of the industry are promising. Every year over 20,000 IT experts are entering the job market. Software Export Board of Pakistan (2017) envisions that the IT-related exports of Pakistan will touch $5 billion mark by 2020 (Raza, 2018). The progress of the IT sector of Pakistan is not without hitches. To solve technical problems, the Government of Pakistan is developing different facilities, including software technology parks (Raza, 2018). However, human resource and management issues are handled by individual companies. In this context, survey conducted among the employees of software houses reported lack of support from top management (33.33%), high turnover ratio at 29.16% (Zahoor *et al.,* 2019), and the gap between expected and actual monetary and non-monetary benefits (Tahir, 2019). Several researchers report high turnover in IT sector of Pakistan (e.g. Bashir and Ramay, 2008; Hussain and Asif, 2012; Altaf and Haider

Naqvi, 2013). High turnover associates with poor leadership (Rana and Abbasi, 2013). Work of these researchers underscore low organisational commitment and unsuitable leadership style as major issues faced by the IT sector of Pakistan.

Organisational commitment is the attachment of an employee with his/her organisation (Lambert, Kelley and Hogan, 2013; Lambert et al., 2019). Committed employees are loyal and take pride in their organisation (Hanaysha, 2016). They assent to its vision and put in extra effort to achieve organisational objectives (Ghaffaripour, 2015; Mcbey, Karakowsky and Ng, 2017). They consider their organisation to be the best and want to continue in the organisation (Ahuja and Gupta, 2019). Although the accepted definition of organisational commitment does not exist (Faisal and Al-Esmael, 2014). However, the most popular definition of organisational commitment is given by Allen and Meyer, (1990), which describes it as attachment between an employee and his organisation that prevents the possibility of employee turnover. Organisational commitment is a "proxy measure" of turnover intention (Razzaq *et al.,* 2018). By this connotation, high organisational commitment would reduce employee turnover in an organisation (Zhang et al., 2015; Labrague et al., 2018). Several positive outcomes like job performance (Hussain, Khan, Diah, Shahbaz, & Yusoff, 2019), loyalty with the organisation (Mcbey, Karakowsky and Ng, 2017), job satisfaction (Graf et al., 2015), creativity (Semedo, Coelho, & Ribeiro, 2018), work engagement (Zhang *et al.*, 2015), etc. are linked with organisational commitment. In brief, organisational commitment represents the psychological state of an employee which glues him/her with the organisation not only to serve in the organisation but also to strive for organisational goals and objectives. That makes organisational commitment an important factor that determines employee and organisational performance.

Leadership is another important area that needs attention as far as the IT sector of Pakistan is concerned. Scholars observe that the right leadership style influences employee organisational commitment (Yahaya and Ebrahim, 2016). Moral leadership styles i.e. authentic, ethical, and servant leadership have gained popularity in the recent past as an antidote to unethical behaviours observed in multinationals in the early 2000s (Shin, 2012; Ruwhiu and Elkin, 2016; Semedo, Coelho and Ribeiro, 2018). This study will focus on these leadership styles. Authentic leadership is based on positive psychology and positive ethical climate. It promotes self-awareness, moral values, balanced handling of information, development of the followers, and maintains transparent communication (Walumbwa *et al.*, 2008). Treviño, Hartman and Brown (2000) and Koopman *et*

al. (2019) conceptualise an ethical leader as a *moral person* and a *moral manager*. Moral persons are truthful, just, and dependable, while a moral manager uses rewards and punishments to imbue wanted ethical behaviours in his or her followers (Treviño, Hartman and Brown, 2000; Lumpkin and Achen, 2018). A servant leader is the one who has the desire to serve first. They give precedence to the good of their followers over their self-interests (Greenleaf 1977; Yang *et al.*, 2018). Empirical evidence suggests that there is a positive relationship between organisational commitment, authentic leadership (Nasab and Afshari, 2019), ethical leadership (Haller, Fischer and Frey, 2018) and servant leadership (Irving and Berndt, 2017).

Perceived supervisor support and employee engagement are important organisational features that shape the organisational commitment of the employees (Sugandini *et al.*, 2018). Perceived supervisor support refers to the help extended by the supervisor in learning to perform the job in a better way (Caniëls, 2019). A worker perceives the supervisor as a representative of the organisation. Helping behaviour and positive guidance by the supervisor increases an employee's trust in the supervisor and the organisation (Burke et al., 2007; Cheng et al., 2015). As a result, the employee performs the job more diligently. Employee engagement is a positive approach towards work, characterised by vigour, dedication, and absorption (Schaufeli *et al.,* 2001). It represents the interest and dedication with which an employee performs the assigned task. The quality of work produced reflects on an employee's work and organisational engagement. When an employee invests physical and cognitive resources in the job that increases his / her organisational commitment.

The study examines the effect of authentic, ethical and servant leadership styles on organisational commitment. It explains the role of employee engagement in fostering organisational commitment and highlights the moderating effect of perceived supervisor support and the degree to which it can complement said leadership styles. Based on the findings of the study, senior management of IT companies can decide on adopting a suitable leadership style, to enhance employee engagement and to develop a culture of supervisor support within the organisation.

1.3. **Problem Statement**

Pakistan has a developing IT sector, which earns foreign exchange to the tune of $3.5 billion and has huge potential to absorb trained youth entering the job market. The IT sector of Pakistan has great potential for growth (Raza, 2018). Yet, they conduct little research to identify and address

difficulties faced by the sector. In a recent study, Zahoor *et al.* (2019) identified that employees of the IT sector of Pakistan experience lack of support from top management, and there is a high turnover ratio, i.e. 29.16% among the employees. Tahir (2019) found that there is a gap between expected and actual monetary and non-monetary benefits. In the study, non-monetary benefits are identified as a lack of social security, appreciation, recognition, etc. These observations reflect on two important aspects, i.e. low organisational commitment, and inappropriate leadership style. Low organisational commitment is reflected by high turnover ratio (Labrague *et al.*, 2018). Whereas, lack of appreciation signifies poor leadership (Tahir, 2019), which leads to employee resentment (Stocker *et al.*, 2010). Resentment associates with negative leadership styles (e.g. Tepper, 2000; Reed, 2004; Mitchell and Ambrose, 2007).

Organisational commitment refers to the engagement and affection of an employee towards their organisation (Mowday, Steers and Porter, 1979). Committed employees endeavour to achieve organisational objectives, and in doing so, they contribute towards organisational profitability and competitiveness (Abdullah & Ramay, 2012), performance (Chughtai and Zafar, 2006), loyalty (Hanaysha, 2016), job satisfaction (Graf *et al.*, 2015), creativity (Semedo, Coelho and Ribeiro, 2018) work engagement, (Zhang *et al.*, 2015), etc. Organisational commitment negatively relates to employee turnover intention (Razzaq *et al.*, 2018). These influences of organisational commitment help organisations in maintaining their operational, business, and economic viability. However, there is a paucity of research on organisational commitment in the IT sector of Pakistan. In view of the importance of organisational commitment, there is a need to address the issue at priority.

Empirical evidence suggests that the leadership style can foster organisational commitment (Yahaya and Ebrahim, 2016). Faizan and Zehra (2016) conducted a study in private software houses of Pakistan and found that transformational and transactional leadership styles relate to organisational commitment. They observed similar results in the banking sector (Saleem *et al.*, 2019) and the logistics sector of Pakistan (Hussain *et al.*, 2019). The relationship between perceived charismatic leadership (Rowden, 2014), transformational leadership (Walumbwa *et al.*, 2005), ethical leadership (Wang and Xu, 2019) authentic leadership (Nasab and Afshari, 2019) and servant leadership styles (Newman *et al.*, 2018), etc. and organisational commitment have been studied in other parts of the world. Because of ethical laps in the organisations, moral leadership styles i.e. authentic, ethical, and servant leadership have gained currency (Lemoine, Hartnell and

Leroy, 2019). However, there is little evidence that the comparative effect of authentic, ethical, and servant leadership styles on organisational commitment is studied in Pakistan or elsewhere. Hoch et al. (2018) considering the paucity of studies that compare the effect of authentic, ethical, and servant leadership styles have encouraged such studies.

Researchers recognise employee engagement as a primary driver for organisational success (Ayers 2008; Carter and Baghurst, 2013). It represents a welcome disposition towards work marked by energy, devotion, and being immersed in the job. Employee engagement relates to organisational commitment (Hanaysha, 2016). Past studies, for example, authentic leadership and creativity (Chaudhary and Panda, 2018), ethical leadership and customer-oriented behaviour (Qin et al., 2014) and servant leadership and organisational deviant behaviours (Sendjaya *et al.,* 2017) used employee engagement as mediator. However, employee engagement is not used as a mediator in the relationship between authentic, ethical and servant leadership styles and organisational commitment.

Perceived supervisor support is an important element of job resources (Brough *et al.*, 2013). It is the help extended by the supervisor in the form of constructive feedback to help employees learn and be more proficient in their jobs (Zhou, 2003; Caniëls, 2019). Perceived supervisor support relates to organisational commitment (Miao *et al.*, 2013; Naqvi and Bashir, 2015; Nazir *et al.*, 2016). However, there is little research that studied the relationship between authentic, ethical and servant leadership styles and perceived supervisor support. Ehrhart (2004) found that servant leadership explains additional variance in perceived supervisor support as compared to leader-member exchange. Okpozo *et al.* (2017) noted that ethical leadership relates to perceived supervisor support. Penger and Èerne (2014) used perceived supervisor support as a mediator in the relationship between authentic leadership and job satisfaction. However, there is a paucity of research that studied the effect of perceived supervisor support as a moderator in the relationship between authentic, ethical and servant leadership styles and organisational commitment. The present study addresses this gap in the literature.

There is lack of research that studied the effect of authentic, ethical and servant leadership styles on organisational commitment in terms of variance explained. Moreover, there is a paucity of research that examined employee engagement and perceived supervisor support as mediator and moderator in the said relationship. To fill this gap, this study examines the relationship between authentic, ethical and servant leadership styles and organisational commitment using employee

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engagement as a mediator and perceived supervisor support as a moderator. The study would help in identifying the leadership style which contributes the most towards organisational commitment in Pakistan; an environment having high power distance. The study also educates on the usefulness of employee engagement and perceived supervisor support for efficient functioning of an organisation.

1.4. Objectives of the Study

General Objective

The aim of this study is to examine the effect of leadership styles, i.e. authentic, ethical and servant leadership styles on organisational commitment in the IT industry. The study investigates the role of employee engagement as a mediator and perceived supervisor support as a moderator in the said relationship.

Specific Objectives

Specific objectives of the study are:

1. To examine the direct relationship of authentic leadership, ethical leadership, and servant leadership with organisational commitment.

2. To examine the mediating role of employee engagement in the relationship between authentic leadership, ethical leadership, and servant leadership and organisational commitment.

3. To examine the moderating effect of perceived supervisor support in the relationship between authentic leadership, ethical leadership, and servant leadership and organisational commitment.

1.5. Research Questions

Research questions are as under:

1. Is there a significant relationship between authentic leadership and organisational commitment?

2. Is there a significant relationship between ethical leadership and organisational commitment?

3. Is there a significant relationship between servant leadership and organisational commitment?

4. Does employee engagement mediate the relationship between authentic leadership and organisational commitment?

5. Does employee engagement mediate the relationship between ethical leadership and organisational commitment?

6. Does employee engagement mediate the relationship between servant leadership and organisational commitment?

7. Does perceived supervisor support moderate the relationship between authentic leadership and organisational commitment?

8. Does perceived supervisor support moderate the relationship between ethical leadership and organisational commitment?

9. Does perceived supervisor support moderate the relationship between servant leadership and organisational commitment?

1.6. **Research Hypotheses**

Research hypotheses are as under:

1. There is a significant relationship between authentic leadership and organisational commitment.

2. There is a significant relationship between ethical leadership and organisational commitment.

3. There is a significant relationship between servant leadership and organisational commitment.

4. Employee engagement mediates the relationship between authentic leadership and organisational commitment.

5. Employee engagement mediates the relationship between ethical leadership and organisational commitment.

6. Employee engagement mediates the relationship between servant leadership and organisational commitment.

7. Perceived supervisor support moderates the relationship between authentic leadership and organisational commitment.

8. Perceived supervisor support moderates the relationship between ethical leadership and organisational commitment.

9. Perceived supervisor support moderates the relationship between servant leadership and organisational commitment.

1.7. **Significance of the Study**

The significance of this study is to develop a better understanding of organisational commitment. Organisational commitment is considered as "proxy measure" of employee turnover intention. High organisational commitment strengthens employee intention to stay in the organisation, which adds to the stability and profitability of the company. The study investigates the effectiveness of authentic, ethical and servant leadership styles in fostering organisational commitment among employees; an area that escaped due attention. It identifies employee engagement as a mediator in the relationship between authentic, ethical and servant leadership styles and organisational

commitment. Perceived supervisor support moderates the relationship. The findings of this study have theoretical and practical implications.

In terms of theoretical contributions, the study adds on five accounts. 1) There are very few studies that analysed the effect of authentic, ethical or servant leadership styles on organisational commitment. The present study adds to the literature on the subject and enhances our understanding how these leadership styles influence organisational commitment. 2) Presumably, there is no study that compared the effect of authentic, ethical and servant leadership styles on organisational commitment. The present study provides an opportunity to draw this comparison and see which leadership style can explain more variance in organisational commitment. 3) Study, where employee engagement mediates the relationship between authentic or ethical or servant leadership and organisational commitment, is almost non-existent. The present study contributes to the literature by examining employee engagement as a mediator between authentic or ethical or servant leadership styles and organisational commitment. 4) Perceived supervisor support is used as a moderator in the relationship between authentic, ethical, servant leadership and organisational commitment. That differentiates between the effect created by the leader (CEO for smaller companies and Project Manager for large companies) and the supervisor or the team leader. The findings of the study inform us that to what extent perceived supervisor support complements the effects of these leadership styles. 5) The study is conducted in Pakistan that is high on "*collectivism, power distance, uncertainty avoidance, and masculinity*" (Hofstede, 1980). Eva *et al.* (2019) suggested that we should study the effectiveness of servant leadership in countries having high power distance and masculinity. Therefore, by implication, this cultural aspect adds to the uniqueness of the study.

The study identifies the most appropriate leadership style that can foster organisational commitment among the employees of the IT sector in Pakistan. As cultural and environmental ambience would be the same across different sectors, e.g. banking, telecom, education, hospitality, etc. The findings of this study may apply to these sectors as well.

This research would be useful for human resource practitioners, CEO's, senior management, and line managers. The study would show which leadership style is most appropriate for IT like sectors, e.g. telecom, banking, etc. The practitioners can use this information while imparting training and during organisational development exercises. The study educates us on the effectiveness of the supervisors. Human resource practitioners can use this information while selecting and training

supervisors. CEO and senior management of any organisation would be interested in the smooth functioning of their setups and profit maximisation. They can adopt the most preferred leadership style and enhance the organisational commitment of their employees. It associates organisational commitment with low turnover and high performance. By doing so, they can improve the performance of their setup. Supervisors and line managers can improve their performance by adopting the most appropriate leadership style.

1.8. **Scope of the Study**

Several factors contribute to employee organisational commitment. This study examines the effect of authentic, ethical and servant leadership styles on organisational commitment in IT-related organisations in the Islamabad region of Pakistan. Employee engagement mediates the relationship and perceived supervisor support moderates the relationship. The data is collected from the employees of IT industry at the individual level using self-reported questionnaires. The study captures the perception of the employees regarding leadership style adopted by their superiors, organisational commitment, engagement and supervisor support. Rousseau, Manning and Denyer (2008) note that perceptions are socially created. To measure the perceptions, Ofer, Coyle-Shapiro, and Pearce (2018) suggest that we should collect data from the affected party i.e. employees. That justifies data collection from the employees of the IT industry.

1.9. **Limitations of Study**

The study is confined to the IT setups operating in Islamabad region of Pakistan. To generalize the results of the study, it needs to be replicated in other parts of the country and globally. The data is collected from only one sector i.e. IT sector. For better generalisability, the future researchers should collect the data from other sectors e.g. banking, telecom, manufacturing, public sector organisations, etc.

Because of the limited resource and time, a cross-sectional study is conducted. Data collected through simple random sampling can have several inaccuracies. These include random sampling error and sampling bias. Sampling error can take place because of flaws in research design or in the data collection process. Sample bias occurs when the researcher cannot contact the respondent or the respondent refuses to take part in the research. Such a situation may cause biased data. Future research may address these drawbacks.

For data collection, the study uses self-administered questionnaires. The responses depend on the honesty of the respondents. The researcher must take what respondents say. The self-reported data can contain several potential sources of bias such as memory losses, social desirability bias, etc. In the survey only closed-ended questions are used. That limits the ability of the researcher to explore the phenomenon, identify problems and capture subjective experiences. As quantitative method is suitable for theory testing, the future researchers can adopt qualitative approach to develop deep insight in the phenomenon under study.

1.10. Operational Definitions

For this study, following operational definitions are used:

Organisational Commitment

Allen and Meyer (1990) defined organisational commitment as attachment between the employee and his organisation that prevents employee turnover. Allen and Meyer (1990) underscored that for a better understanding of employee-organisation link and turnover intention, it would be appropriate to study the three dimensions of organisational commitment i.e. affective commitment, continuance commitment, and normative commitment.

Measurement: Mowday, Steers, and Porter (1979) developed 15 items, a unidimensional Organisational Commitment Questionnaire (OCQ). Shorter version i.e. 9 items are being used. I measure it on five points Likert scale (1 = "strongly disagree" and 5 = "strongly agree").

Authentic Leadership

They define authentic leadership as, a leadership that is grounded in positive psychology and ethical climate. They exhibit self-awareness, moral values, and transparency in relations. Such leaders take decisions after evaluating the information. Through these characteristics they promote positive self-development among their follows (Walumbwa *et al.*, 2008).

Measurement: A sixteen items scale used by Walumbwa *et al.* (2008) measured on five points Likert scale (1 = "strongly disagree" and 5 = "strongly agree").

Ethical Leadership

Ethical leaders conform to ethical values and norms in personal conduct and in interpersonal relations. They induce such behaviour among their followers through communication, enforcement, and decisions (Brown *et al.*, 2005).

Measurement: A ten items scale developed by Brown *et al.* (2005) measured on five points Likert scale 1 = "strongly disagree" and 5 = "strongly agree."

Servant Leadership

Liden *et al.* (2015) identified emotional healing, creating value for the community, conceptual skills, empowering, helping subordinates grow and succeed, putting subordinates first, and behaving ethically as dimensions of servant leadership. They also define servant leadership as a leader that gives precedence to the good of their follows over their personal interests (Greenleaf 1977; Hale and Fields, 2007; Yang *et al.*, 2018).

Measurement: A seven items scale developed by Liden *et al.* (2015) measured on five points Likert scale (1 = "strongly disagree" and 5 = "strongly agree").

Employee Engagement

They define employee engagement as a state where an employee feels happy and satisfied with his / her work that is manifested through energy, devotion, and deep involvement in the job (Schaufeli *et al.,* 2001, p. 74).

Measurement: Schaufeli and Bakker's (2004) nine-item Utrecht Work and Engagement Scale (UWES-9), measured on five points Likert scale (1 = "strongly disagree" and 5 = "strongly agree").

Perceived Supervisor Support

Perceived supervisor support underscores employee perception that his / her supervisor helps them do their job and shows respect for them (Burke, Borucki and Hurley, 1992, p. 719)

Measurement: Using a four-items scale taken up from the Survey of Perceived Organisational Support (SPOS) (Rhoades, Eisenberger and Armeli, 2001) as used by Saks (2006). Measured on five points Likert scale (1 = "strongly disagree" and 5 = "strongly agree").

1.11. **The Organisation of the Thesis**

Chapter 1: Introduction

Chapter One introduces research and presents the aims of the study. It stipulates the research objectives and refers to the academic interest and significance of the study.

Chapter 2: Literature review

Chapter two covers the literature review and undertakes discussion on organisational commitment, authentic leadership, ethical leadership, servant leadership, employee engagement, and perceived supervisor support. The chapter explains the theoretical aspects of mediating roles of employee engagement and the moderating role of perceived supervisor support in context to their relationship between leadership styles and organisational commitment.

Chapter 3: Research Methods

The chapter focuses on the research method used in this study. It includes information about participants, the data collection process, and the analysis technique used. The chapter also discusses the measures and establishes their reliability, validity and discriminant validity using Confirmatory Factor Analysis (CFA) and Structural Equation Modelling (SEM).

Chapter 4: Data Analysis

In this chapter data analyses is done with the help of Statistical Package for the Social Sciences SPSS, Analysis of Moment Structures (AMOS) and Smart PLS-SEM. The chapter covers descriptive statistics and correlation analysis of the data. Hypotheses testing is done using regression, mediation, and moderation analysis with the help of Structural Equation Modelling and Process technique by Hayes.

Chapter 5: Conclusion and Recommendations

The chapter covers the discussion on the results of the hypotheses. It also highlights the strengths and weaknesses of the study. Based on the results, theoretical implications and future research options are discussed. The chapter also dilates on the usefulness of the leadership styles from the prospect of organisations, management, and individuals.

1.12. **Chapter Summary**

The chapter introduced the research topic and gave the background of the study. Problem statement specifies gap in the present research. That lays the foundations for further study and research. The chapter stipulates research questions and crystallises objectives of the study. It determines the significance of the study. The chapter also covers limitations of the study. The chapter includes definitions of important variables. Towards the end, it describes different chapters of the thesis.

CHAPTER 2

LITERATURE REVIEW

2.1. **Introduction**

The chapter lays the foundation to study the relationship between moral leadership styles to include authentic, ethical and servant leadership and employee's organisational commitment. It explains employee engagement and perceived supervisor support used in the study as mediator and moderator. Towards this end, the definition and concept of organisational commitment, authentic leadership, ethical leadership, servant leadership, employee engagement, and perceived supervisor support are deliberated. The chapter covers past research on these variables conducted in Pakistan and other parts of the world.

Social exchange theory (Blau, 1964) and social identity theory (Bandura, 1977) are the underlying theories to study the relationship between the variables. These theories are widely used to study the topics in organisational behaviour (Cropanzano *et al.*, 2017). Commitment is contingent on social exchange between the interacting parties (Van Knippenberg and Sleebos, 2006). They also use these theories in the study of moral leadership styles (Lemoine, Hartnell and Leroy, 2019). It establishes the relationship between the research variables based on previous research and using underlying theory i.e. social exchange theory (Blau, 1964) social identity theory (Bandura, 1977). Literature review is used to formulate relationship between the research variables.

2.2. **Organisational Commitment**

Organisational commitment is an extensively researched concept (Jain, Duggal and Ansari, 2019; Curado and Vieira, 2019). It is described as an attachment between the employee and the organisation (Lambert, Kelley and Hogan, 2013; Lambert *et al.*, 2019). Faisal and Al-Esmael (2014) noted that there is no commonly accepted definition of organisational commitment. Organisational commitment is defined differently by different scholars (Yahaya and Ebrahim, 2016). Citing, Porter and Smith (1970), Mowday, Steers, and Porter (1979) defined organisational commitment as degree of an individual's affiliation with and taking part in the activities of the organisation. Mowday, Steers, and Porter (1979) noted that this definition reflects an employee's conviction in the goals and values of the organisation, readiness to put in efforts on behalf of the

organisation and desire to keep the membership of the organisation. Wiener (1982) defined organisational commitment as an individual's innate desire driven by his / her moral values to work for the achievement of the organisational objectives. Wiener (1982) noted that an employee's "internalised commitment" is manifested by his / her efforts to achieve organisational objectives, not for personal gains but out of the belief that doing so would be morally correct. Approaching from the psychological perspective, O'Reilly and Chatman (1986) defined organisational commitment as inner attachment, an employee experience for the organisation that in shown by an individual's alignment with the point of view of the organisation. In this definition, the extent to which an employee adopts the viewpoint of the organisation depends upon his / her attachment with the organisation. Mathieu and Zajac (1990) defined organisational commitment as the degree to which an individual is glued with the organisation.

There are also multiple dimensions of organisational commitment. Most sighted are the dimensions identified by Allen and Meyer (1990). Allen and Meyer (1990) defined organisational commitment as, attachment between an employee and his organisation that reduces the possibility of employee turnover. Allen and Meyer (1990) underscored that for a better understanding of employee-organisation link and turnover intention, it would be appropriate to study the three dimensions of organisational commitment, i.e. affective commitment, continuance commitment, and normative commitment. The conceptualisation of organisational commitment put forth by Allen and Meyer (1990) is widely accepted (Kim *et al.,* 2017). They consider organisational commitment as a multidimensional construct with affective commitment, continuance commitment and normative commitment as its dimensions. Uraon (2018) noted that these dimensions measure three different aspects of organisational commitment having a distinct effect on the efficacy of employees and the organisation.

Affective Commitment is defined as employees' emotional affection with his / her organisation (Allen & Meyer, 1990; Matherne and Litchfield, 2012; Imamoglu *et al.*, 2019). Emotional attachment is stimulated by the sense of *"loyalty, affection, warmth, belongingness, fondness, happiness, and pleasure"* experienced at the workplace (Jaros *et al.*, 1993, p. 954; Coetzee, Ferreira, and Potgieter, 2019, p. 2). Meyer and Allen (1991, 1997) noted that a sense of competency, belongingness, thoughtfulness, support, positive connectivity, and relations with others enhances employees' affective commitment. An emotionally attached employee pursues organisational goals more diligently (Rhoades, Eisenberger and Armeli, 2001; Woznyj *et al.*,

2019). Allen and Meyer (1990) noted that because of emotional attachment, these employees would wish to maintain the membership of the organisation. They identify themselves with the organisation and are involved in its activities. Affective commitment positively relates to job performance (Loi, Lai, and Lam, 2011; Li, Wong and Kim, 2016). Committed employee would put in greater effort and exhibit higher organisational citizenship behaviours (Colquitt, LePine and Wesson, 2010) and negatively relates to turnover intention (Meyer *et al.,* 2002; Brunetto *et al.*, 2014; Nazir *et al.*, 2016; Jang and Kandampully, 2018) absenteeism, and work-family conflict (Meyer *et al.,* 2002).

Normative commitment stresses an employee's desire to continue as part of the organisation out of a sense of responsibility or / and because of a feeling of gratitude. It is defined as an employee's belief that he / she has a responsibility to work for organisational objectives (Meyer and Herscovitch, 2001). They further explained that an employee having normative commitment would wish to stay with the organisation and would work for the achievement of organisational goals. Meyer and Parfyonova (2010) noted that normative commitment has two features: *"moral duty and indebted obligation"* (p. 284). By that connotation, normative commitment takes effect when employees feel that it is morally correct to stay in the organisation (Landry and Vandenberghe, 2012; Krajcsák, 2019). The second aspect i.e. indebtedness to the organisation as per Social Exchange Theory (Blau, 1964) would elicit a need to reciprocate the favours extended by the organisation (Meyer and Herscovitch, 2001; Moin, 2018). In returning the favour, employees would strive to achieve organisational goals.

Normative commitment is cultivated by the feeling of being indebted to the organisation. Scholars found that several factors contribute towards normative commitment e.g. job-related benefits (Bashir and Long, 2015), empowerment (Limpanitgul *et al.*, 2017), perceived organisational support (Bibi, Khalid, and Hussain, 2019), social support (Haque, Aston, and Kozlovski, 2018), job engagement and organisational engagement (Albdour and Altarawneh, 2014), organisational citizenship behaviour (Obedgiu, Bagire, and Mafabi, 2017), etc. Mousa and Puhakka (2019) found that responsible leadership positively relates to normative commitment.

Continuance commitment refers to the employee's preference to continue serving in the organisation to avoid losses linked with leaving the organisation. Allen and Meyer (1990) termed it as an employee, *"need"* that compels an employee to continue with his job (p. 3). Continuance commitment was defined as an employee's perception that it will not be cost effective to leave the

job (Meyer and Herscovitch, 2001). Bhatnagar (2005) noted that *'lack of job alternatives and 'side-bets'* (p. 425) are the major antecedents of continuance commitment. Side-bets are peripheral benefits linked with the continuation of job (Becker, 1960). To further explain the concept, Becker (1960) described five types of side-bets 1) *Generalised cultural expectations* refers to the behaviour that would categorise a person as a culturally appropriate individual. For instance, refraining from frequently switching jobs so as not to be labelled as untrustworthy. 2) *Self-presentation concerns* refer to maintaining a public image of being consistent and reliable. 3) *Impersonal bureaucratic arrangements* refer to organisational rules and regulations which would affect an individual's decision to leave the job. Becker (1960) explained that a person may not opt to leave the jobs if he or she would need to forgo a substantial amount of money from the pension fund. 4) *Individual adjustments to social positions* refer to a situation when an individual skill specific to a position rendering him / her unsuitable for other positions/jobs. 5) *Non-work concerns* refer to the disruption of social connections that one may have developed within the community if one opts to switch the job. Becker (1960) said that the cost associated with these side-bets would increase employee commitment. Continuance commitment is the consequence of the side-bets and unavailability of compatible alternate jobs (Allen and Meyer, 1990; Becker, 1960; Powell and Meyer, 2004; Singh and Onahring, 2019). Colquitt, LePine, and Wesson (2010) noted that the absence of alternate job prospects also adds to continuance commitment.

(Fischer and Mansell, 2009) noted that for social pressure and cost linked with leaving jobs, a higher level of continuance commitment will be experienced in cultures having high power distance. Genevičiūtė-Janonienė and Endriulaitienė (2014) observed that continuance commitment was positively related to resistance to change and negatively related to turnover intention, emotional exhaustion, and professional efficacy. It is also found to be negatively related to extroversion and agreeableness (Farrukh, Ying, and Mansori, 2017), organisational citizenship behaviour (Obedgiu, Bagire, and Mafabi, 2017), employee engagement (Albdour and Altarawneh, 2014), etc. However, leadership style has its effect on organisational commitment. Moin (2018) observed that leaders' deep actions, i.e. his / her perceived reliability, positively relate to the dimensions of organisational commitment including continuance commitment. Similarly, Mousa and Puhakka (2019) found that a responsible leadership style positively relates to continuance commitment.

Interest in the concept of organisational commitment is driven by the fact that it determines

employee devotion towards work (Meyer *et al.*, 2002; Yahaya and Ebrahim, 2016). Naghneh *et al.* (2017) noted that the lack of commitment among the employees can lead to unpleasant consequences for the organisation. In fact, employees' organisational commitment predicts the productivity and work proficiency of the workforce (Saadeh and Suifan, 2019). Organisational commitment is associated with several positive outcomes. The research conducted in the IT industry of Pakistan reveals that organisational commitment positively relates to flexitime (Kiran and Khurram, 2018). In other parts of the world it is found to be positively related to job performance (Conway and Briner, 2012; Hussain *et al.*, 2019), employees' performance (Hendri, 2019), job satisfaction (Colquitt, 2001; Graf *et al.*, 2015; Lin *et al.*, 2019), creativity (Semedo, Coelho and Ribeiro, 2018) work engagement, (Zhang *et al.*, 2015). It negatively relates to turnover intention (Zhang *et al.*, 2015; Labrague *et al.*, 2018; Rawashdeh and Tamimi, 2019) absenteeism (Samad and Yusuf, 2012), and has a medium influence on talent, attraction, and retention (Kontoghiorghes, 2016).

After examining the definition, dimensions, and effects of organisational commitment it is appropriate to have a macro view of the research undertaken in this context. Data available at Scopus database is explored for the purpose. The term "Organizational AND Commitment" is searched for in title, abstract, and keywords. 19,040 documents are found in the database. That included article, conference paper, review, book chapter, and books. To suite the study at hand, search is further refined by limiting it to articles in "English," published in context to, "Business, Management and Accounting" and having "Organizational Commitment" as a keyword. The number of publications reduced to 1,320 documents. Data about these publications is downloaded in Comma-Separated Values format and is analysed using VOSviewer software to determine the most prolific authors, most cited articles, important publication sources, countries that made the most contributions and variables studied.

Table - 2.1 presents the top twenty most prolific authors based on the link strength of their work. The higher link strength reflects both i.e. number of publications and the number citations received (Piñeiro-Chousa et al., 2019).

Table - 2.1: **Organisational Commitment: Most Prolific Authors**

Serial	**Author**	**Documents**	**Citations**	**Total Link Strength**
1.	Meyer J.P.	7	2044	285

2.	Vandenberghe C.	17	723	99
3.	Chen Z.X.	4	616	89
4.	Francesco A.M.	3	465	83
5.	Newman A.	9	313	82
6.	Gellatly I.R.	2	216	51
7.	Lee Y.-K.	3	279	50
8.	Cohen A.	6	264	46
9.	Morrow P.C.	5	273	33
10.	Tremblay M.	6	522	32
11.	Ng T.W.H.	5	333	32
12.	Panaccio A.	5	236	31
13.	Afshari L.	4	23	30
14.	Fu W.	4	188	29
15.	Gamble J.	2	55	29
16.	Park S.	6	19	29
17.	Bufquin D.	5	37	28
18.	Dipietro R.	4	34	28
19.	Joo B.-K.	6	263	27
20.	Mcelroy J.C.	4	179	27

Most cited articles are the one which are more extensively referred to in the literature. The number of citations received by an article indicates its intellectual worth. Table 2.2 presents the list of top twenty most cited articles about organisational commitment as available in Scopus database.

Table 2.2: **Organisational Commitment: Most Cited Articles**

Serial	Authors	Title	Journal	Year	Citations
1	Meyer J.P., Herscovitch L.	Commitment in the workplace: Toward a general model	Human Resource Management Review	2001	1366
2	Riketta M.	Organizational identification: A meta-analysis	Journal of Vocational Behavior	2005	759
3	Cabrera Á., Collins W.C., Salgado J.F.	Determinants of individual engagement in knowledge sharing	International Journal of Human Resource Management	2006	543
4	Brammer S., Millington A., Rayton B.	The contribution of corporate social responsibility to organizational commitment	International Journal of Human Resource Management	2007	521
5	Ragu-Nathan T.S., Tarafdar M., Ragu-Nathan B.S., Tu Q.	The consequences of technostress for end users in organizations: Conceptual development and validation	Information Systems Research	2008	390
6	Turker D.	How corporate social responsibility influences organizational commitment	Journal of Business Ethics	2009	341

7	Kurtessis J.N., Eisenberger R., Ford M.T., Buffardi L.C., Stewart K.A., Adis C.S.	Perceived Organizational Support: A Meta-Analytic Evaluation of Organizational Support Theory	Journal of Management	2017	328
8	Schwepker Jr. C.H.	Ethical climate's relationship to job satisfaction, organizational commitment, and turnover intention in the salesforce	Journal of Business Research	2001	307
9	Ahuja M.K., Chudoba K.M., Kacmar C.J., Harrison McKnight D., George J.F.	It road warriors: Balancing work-family conflict, job autonomy, and work overload to mitigate turnover intentions	MIS Quarterly: Management Information Systems	2007	302
10	Riggle R.J., Edmondson D.R., Hansen J.D.	A meta-analysis of the relationship between perceived organizational support and job outcomes: 20 years of research	Journal of Business Research	2009	293
11	Moorman R.H., Niehoff B.P., Organ D.W.	Treating employees fairly and organizational citizenship behavior: Sorting the effects of job satisfaction, organizational commitment, and procedural justice	Employee Responsibilities and Rights Journal	1993	284
12	Mesmer-Magnus J.R., Viswesvaran C.	Convergence between measures of work-to-family and family-to-work conflict: A meta-analytic examination	Journal of Vocational Behavior	2005	280
13	Rothbard N.P., Phillips K.W., Dumas T.L.	Managing multiple roles: Work-family policies and individuals' desires for segmentation	Organization Science	2005	277
14	Paré G., Tremblay M.	The influence of high-involvement human resources practices, procedural justice, organizational commitment, and citizenship behaviors on information technology professionals' turnover intentions	Group and Organization Management	2007	258
15	Wayne J.H., Randel A.E., Stevens J.	The role of identity and work-family support in work-family enrichment and its work-related consequences	Journal of Vocational Behavior	2006	252
16	Lin C.-P.	To share or not to share: Modeling tacit knowledge sharing, its mediators and antecedents	Journal of Business Ethics	2007	250
17	Bakker A.B., van Veldhoven M., Xanthopoulou D.	Beyond the Demand-Control Model: Thriving on High Job Demands and Resources	Journal of Personnel Psychology	2010	246

18	Neubert M.J., Carlson D.S., Kacmar K.M., Roberts J.A., Chonko L.B.	The virtuous influence of ethical leadership behavior: Evidence from the field	Journal of Business Ethics	2009	235
19	Walumbwa F.O., Lawler J.J.	Building effective organizations: Transformational leadership, collectivist orientation, work-related attitudes and withdrawal behaviours in three emerging economies	International Journal of Human Resource Management	2003	229
20	Chen Z.X., Francesco A.M.	The relationship between the three components of commitment and employee performance in China	Journal of Vocational Behavior	2003	221

The country wise contribution towards the research on organizational commitment in order of priority based on link strength is at Table 2.3. Link strength reflects the quality of contribution as it considers both i.e. number of publications and the citations received. Highly valuable research on organizational commitment is conducted in USA followed by Canada and China.

Table 2.3: **Organizational Commitment: Countries That Contributed the Most**

Serial	**Country**	**Documents**	**Citations**	**Total Link Strength**
1.	United States	427	16500	1351
2.	Canada	72	4265	554
3.	China	78	1693	461
4.	South Korea	91	1897	331
5.	United Kingdom	66	1684	329
6.	Hong Kong	50	1965	326
7.	Australia	74	2000	313
8.	India	75	925	248
9.	Turkey	39	1188	194
10.	Taiwan	43	1341	178
11.	Spain	37	1257	169
12.	Germany	40	1568	158
13.	Malaysia	56	411	144
14.	Pakistan	24	192	125
15.	Indonesia	100	208	102
16.	France	28	536	98
17.	Greece	11	177	91
18.	Netherlands	33	1656	88
19.	Israel	16	639	83
20.	United Arab Emirates	15	421	68

Study of keywords enables a researcher to determine the extent of research conducted in the field. 2648 keywords are identified. However, only 100 keywords prioritized based on number of occurrences are listed at Appendix A.

2.3.   **Authentic Leadership**

The concept of authentic leadership can be traced back to the Greek era. However, it gained currency in the aftermath of moral and financial scandals in well-reputed American companies, which elicited the need to identify a leadership style grounded in moral values (Semedo, Coelho and Ribeiro, 2016). Harter, (2002, P. 382) defined authentic leaders as the one who owns their life experiences formed in the shape of opinions, feelings, wants and inclinations to know one-self and conduct oneself according to his/her true values. Luthans and Avolio (2003, p. 243) at first defined authentic leadership in context to positive psychological capacities and advanced organisational framework that leads to higher self-awareness and measured positive conduct by the leader to enhance positive self-development. Scholars like Shamir and Eilam (2005) and Sparrowe (2005) objected to the inclusion of positive psychological capacities in the construct of authentic leadership. Ilies, Morgeson, and Nahrgang (2005) further crystallised the concept of authentic leadership. Gardner *et al.*, (2005) while drawing on the work of Kernis (2003) and Ilies, Morgeson and Nahrgang (2005) conceptualised a self-based model of authentic leadership, based on the constructs of self-awareness and self-regulation. Recognising that the process of self-regulation encompasses balanced processing of information, relational transparency, and authentic behaviour (Gardner *et al.,* 2005).

Self-awareness refers to an individual's capability to be aware of his/her values, strengths, and weaknesses (Avolio, Walumbwa and Weber, 2009; van Droffelaar and Jacobs, 2017). That also includes the "higher good" or the goals he or she would like to pursue. Authentic leaders are cognisant of their capabilities and exhibit higher confidence. Self-awareness of a leader increases his / her genuineness and efficacy (Bratton, Dodd and Brown, 2010; Wang *et al.*, 2014). Self-awareness includes both knowledge of one's beliefs, aspirations, and feelings (self-knowledge) and how others recognise the leader (reflected self-image) (Walumbwa *et al.*, 2010; Kiersch and Byrne, 2015; Atwijuka and Caldwell, 2017). It is the alignment between the self of the leader and his

followers and adoption of an appropriate leadership style that adds to the leader's acceptability and popularity (Gill *et al.*, 2018). This alignment leads to a higher level of trust in the leader that augments employee performance (Sosik, 2001). The problem is that most leaders have low self-knowledge (Pronin, Lin, & Ross, 2002; Dunning, 2005; Diddams and Chang, 2012). They develop their self-perception based on external indicators, which may mislead. Incorrect assessment of self can create problems at a leadership position in the absence of corrective mechanisms (Diddams and Chang, 2012). Avolio and Gardner (2005) explain that the authenticity of an individual relates to his / her self-knowledge. Higher the self-knowledge more authentic the leader would be.

Balanced processing of information is a fundamental element of authentic leadership (Kernis, 2003). It is the ability of a leader to evaluate the information at hand before deciding (Avolio, Walumbwa and Weber, 2009). Petan and Bocarnea (2016) defined balanced processing of information as studying the information at hand and considering other view points before taking a decision. Other perspectives imply seeking view, which might question closely held values of the leader (Gardner *et al.*, 2005; Walumbwa *et al.*, 2008; Anugerah, Abdillah and Anita, 2019). An authentic leader processes information while remaining thoughtful of his personnel strengths and weaknesses and without being influenced by self-image concerns. A leader may not be impartial, yet, if he/she can process self-related information without getting influenced by ego, the leaders will have a more accurate assessment of their performance and relations with others (Gardner et al., 2005; Diddams and Chang, 2012). Balanced processing refers to the process of self-evaluation while remaining cognisant of distortions. It is a process of self-critique, which cultivates authenticity. The ability of a leader to recognise gaps between his / her motives and actions reflects on the leader's authenticity (Avolio and Gardner, 2005; Diddams and Chang, 2012).

A leader would be authentically behaving when he / she works according to his / her core values rather than being influenced by the need for social acceptability or reward (Kernis, 2003; Gardner *et al.*, 2005). Kernis, (2003) states that a leader may resort to social role-playing; projecting an entirely distinct personality to gain social acceptability and to prevent malice from others. Kernis, (2003) believes that such an act by the leader may not be construed as inauthentic behaviour as, *"role experimentation may be a catalyst for self-improvement and growth"* (p. 14). An authentic leader must respond to the needs of the followers while conducting him-self according to his own core values (Kernis, 2003). A leader would be recognised as authentic only if there is congruence

in the values of the leader and followers (Gardner et al., 2005). Arda, Aslan, and Alpkan (2016) note that there is *"a positive link between authentic behaviour and positivity of followers"* (p. 250). Relational transparency entails revealing of need-based information in a way that followers consider their leader to be authentic (Avolio, Walumbwa and Weber, 2009). While Kernis (2003) explains that developing such close relations where the employees could see "the real you" entails sharing your own weaknesses. It would be honesty and not the frankness that will help win the trust and confidence of the followers. Relational transparency develops clarity of thought among the followers and it becomes easier for them to align with the values of their leader, nurturing group affiliation (Diddams and Chang, 2012), creating environment suited for sharing of information (Lyubovnikova *et al.,* 2017) and fostering of positive behaviour (Searle and Barbuto, 2013). The relational transparency cultivated by an authentic leader endures, while relational transparency nurtured by a lesser authentic leader fades with time (Gardner *et al.*, 2011).

Authentic leadership is an extensively researched leadership style. However, a few studies have examined the effect of authentic leadership in the IT sector of Pakistan. In academia, Farrukh, Lee, and Shahzad (2019) found that authentic leadership relates to intrapreneurial behaviour, while Adil and Kamal (2018) notice that authentic leadership positively relates with promotive psychological ownership and negatively relates to preventative psychological ownership and burnout. Mehmood, Nawab and Hamstra (2016) observe that authentic leadership relates with learning goal orientation, work engagement, and in-role performance. In the health sector of Pakistan, Bakari, Hunjra, and Niazi (2017) found that authentic leadership associates with management support for change, change efficacy, and personal valence. Bakari *et al.* (2019) observe that authentic leadership positively relates to commitment to change. In the food and beverage sector of Pakistan, Chughtai (2018) found that authentic leadership positively relates to the career self-efficacy of the employees. To examine how the notion of authentic leadership presents itself in different cultures, Khilji *et al.* (2015) interviewed 14 leaders from India, Nepal, Pakistan, and Sri Lanka. They found that the concept of authentic leadership is culturally relevant in South Asian. Recently, Bakari and Hunjra (2017) conducted psychometric validation of the 16-item scale of authentic leadership developed by Walumbwa et al. (2008). For the purpose, they collected samples from academia, health sector, and Pakistan Railways. Validation of the questionnaire is done using confirmatory factor analysis, construct validity, convergent validity, reliability, and predictive validity.

After reviewing the development, definition, and dimensions of authentic leadership, it would be apt to have a comprehensive view of the research undertaken in this context. For the purpose, data mining is done in Scopus database using "Authentic AND Leadership" as search term in title, abstract, and keywords. A total of 1,530 documents showed up that included article, conference paper, review, book chapter, and books. The search refined by limiting it to articles in "English," published in context to, "Business, Management and Accounting" and having "Authentic Leadership" as a keyword. The search is limited to articles because articles undergo a rigorous evaluation process before publication (Ramos-Rodriguez and Ruiz-Navarro, 2004; Danvila-del-Valle, Estévez-Mendoza, and Lara, 2019) and are more reliable source of information. By placing of these limitations, the number of publications reduced to 260 articles. Comma-Separated Values format is used to download information about these publications. VOSviewer software is used to determine the most prolific authors, most cited articles, countries that made the most contributions and variables studied.

Table - 2.4 presents the top twenty most prolific authors based on the link strength of their work. The higher link strength is reflective of both i.e. number of publications and the number citations received (Piñeiro-Chousa et al., 2019).

Table - 2.4: **Authentic Leadership: Most Prolific Authors**

Serial	Author	Documents	Citations	Total Link Strength
1.	Gardner W.L.	9	1477	290
2.	Avolio B.J.	4	1211	201
3.	Peterson S.J.	2	1003	187
4.	Walumbwa F.O.	2	1003	187
5.	Schriesheim C.A.	4	449	143
6.	Ribeiro N.	6	74	134
7.	Rego A.	4	362	127
8.	Braun S.	5	171	105
9.	Leroy H.	3	340	82
10.	Marques C.	2	291	81
11.	Sousa F.	2	291	81
12.	Peus C.	3	149	77
13.	Frey D.	2	132	62
14.	Vogelgesang G.R.	2	251	61
15.	Gill C.	4	62	59
16.	Molero F.	5	126	58
17.	Moriano J.A.	5	126	58

18.	Caza A.	2	97	57	
19.	Duarte A.P.	2	6	49	
20.	Filipe R.	2	6	49	

Most cited articles are the one which are referred most widely in the literature. That reflects on the intellectual contribution on the subject made by the author in the article. Table 2.5 presents the list of the topmost cited articles about authentic leadership as available in Scopus database. It also indicates their authors, journal that published the article, year of publication and citations received.

Table 2.5: **Authentic Leadership: Most Cited Articles**

Serial	Authors	Title	Journal	Year	Citations
1.	Walumbwa F.O., Avolio B.J., Gardner W.L., Wernsing T.S., Peterson S.J.	Authentic leadership: Development and validation of a theory-based measure	Journal of Management	2008	956
2.	Shamir B., Eilam G.	What's your story? A life-stories approach to authentic leadership development.	Leadership Quarterly	2005	407
3.	Eagly A.H.	Achieving relational authenticity in leadership: Does gender matter?	Leadership Quarterly	2005	245
4.	Rego A., Sousa F., Marques C., Cunha M.P.E.	Authentic leadership promoting employees' psychological capital and creativity	Journal of Business Research	2012	203
5.	Clapp-Smith R., Vogelgesang G.R., Avey J.B.	Authentic leadership and positive psychological capital: The mediating role of trust at the group level of analysis	Journal of Leadership and Organizational Studies	2009	202
6.	Hoch J.E., Bommer W.H., Dulebohn J.H., Wu D.	Do Ethical, Authentic, and Servant Leadership Explain Variance Above and Beyond Transformational Leadership? A Meta-Analysis.	Journal of Management	2018	195
7.	Sparrowe R.T.	Authentic leadership and the narrative self	Leadership Quarterly	2005	191
8.	Gardner W.L., Fischer D., Hunt J.G.	Emotional labor and leadership: A threat to authenticity?	Leadership Quarterly	2009	188
9.	Leroy H., Palanski M.E., Simons T.	Authentic Leadership and Behavioral Integrity as Drivers of Follower Commitment and Performance	Journal of Business Ethics	2012	173
10.	Cooper C.D., Scandura T.A., Schriesheim C.A.	Looking forward but learning from our past: Potential challenges to developing authentic leadership theory and authentic leaders	Leadership Quarterly	2005	172

11.	Ladkin D., Taylor S.S.	Enacting the 'true self': Towards a theory of embodied authentic leadership	Leadership Quarterly	2010	159
12.	Banks G.C., McCauley K.D., Gardner W.L., Guler C.E.	A meta-analytic review of authentic and transformational leadership: A test for redundancy	Leadership Quarterly	2016	156
13.	Neider L.L., Schriesheim C.A.	The Authentic Leadership Inventory (ALI): Development and empirical tests	Leadership Quarterly	2011	149
14.	Meyer J.P., Parfyonova N.M.	Normative commitment in the workplace: A theoretical analysis and re-conceptualization	Human Resource Management Review	2010	133
15.	Peus C., Wesche J.S., Streicher B., Braun S., Frey D.	Authentic Leadership: An Empirical Test of Its Antecedents, Consequences, and Mediating Mechanisms	Journal of Business Ethics	2012	129
16.	Yammarino F.J., Dionne S.D., Schriesheim C.A., Dansereau F.	Authentic leadership and positive organizational behavior: A meso, multi-level perspective	Leadership Quarterly	2008	128
17.	Wang H., Sui Y., Luthans F., Wang D., Wu Y.	Impact of authentic leadership on performance: Role of followers' positive psychological capital and relational processes	Journal of Organizational Behavior	2014	121
18.	Leroy H., Anseel F., Gardner W.L., Sels L.	Authentic Leadership, Authentic Followership, Basic Need Satisfaction, and Work Role Performance: A Cross-Level Study	Journal of Management	2015	118
19.	Hsiung H.-H.	Authentic Leadership and Employee Voice Behavior: A Multi-Level Psychological Process	Journal of Business Ethics	2012	115

The countries that contributed the most towards authentic leadership are listed at Table 2.6. This classification is based on the link strength of the publications. Link strength reflects the quality of contribution as it considers both i.e. number of publications from the respective country and the citations received. Highly valuable research on authentic leadership is conducted in USA, followed by Australia and United Kingdom.

Table 2.6: **Authentic Leadership: Countries That Contributed the Most**

Serial	Country	Documents	Citations	Total Link Strength
1.	United States	82	4405	934
2.	Australia	23	377	291

3.	United Kingdom	24	511	253
4.	China	16	320	213
5.	Portugal	13	439	195
6.	Canada	21	707	187
7.	Germany	12	246	176
8.	Belgium	4	346	107
9.	India	15	75	100
10.	Israel	4	430	93
11.	Taiwan	6	176	80
12.	South Korea	10	62	67
13.	Spain	8	151	64
14.	Pakistan	8	52	62
15.	Netherlands	6	37	52
16.	Norway	9	205	52
17.	Iran	4	68	49
18.	New Zealand	5	102	49
19.	Sweden	4	100	32
20.	Turkey	5	57	31

Study of keywords enables a researcher to determine the extent of research conducted in the field. A total of 738 keywords are used with authentic leadership as identified through Scopus database. However, only 100 keywords prioritized based on number of occurrences are listed at Appendix B.

2.4.   **Ethical Leadership**

The concept of ethical leadership gained currency because of unethical conduct by the executives of leading business enterprises in the USA (Riggio *et al.*, 2010; Thiel *et al.*, 2018; Velez and Neves, 2018). The notion of ethical leadership is approached based on individual attributes or traits and through the behavioural lens (Riggio *et al.*, 2010). Subscribing to individual attributes or virtues, Riggio *et al.* (2010) defined ethical leader, as those who conform to four import qualities: *"prudence, fortitude, temperance, and justice"* (p. 235). *Prudence* means being careful in decision making to avoid risk. Stouten, Van Dijke and De Cremer (2012) explained that an ethical leader once faced by a moral predicament, before taking a decision, should consider moral values and consequences of the decision. They noted that virtue of prudence by itself may not mean being ethical, but a carefully taken decision would be seen as ethical. *Courage* is the ability of an ethical leader to face resistance while acting ethically. *Temperance* implies exercising restraint from

getting indulged into selfish and covetous excesses. *Justice* is being fair, which makes up an essential element of ethical leadership (Trevino, Brown and Hartman, 2003).

Brown, Treviño, and Harrison (2005) defined ethical leaders as the one who displays morally correct behaviour individually and while interacting with others. They promote such behaviours through interaction with the followers, through rewards and punishment and by their decisions. This definition corresponds to the behavioural approach (Stouten, Van Dijke and De Cremer, 2012). Treviño, Hartman, & Brown, (2000) described ethical leadership in terms of *'moral person'* and *'moral manager.'* As a moral person, the ethical leader must be, *"honest, trustworthy, caring, open to input, principled, and respectful of others"* (Yukhymenko-Lescroart, Brown and Paskus, 2014, p. 38). They show moral attributes and act as a role model for the followers (Bavik *et al.*, 2017; Stouten, Van Dijke and De Cremer, 2012). Followers observe and emulate their ethical values. They internalise the moral values of their managers and develop their own moral identity (Rupp *et al.*, 2013). The followers develop a genuine concern for others (Schaubroeck *et al.*, 2012). To instil moral values in the followers, managers make them accountable to act appropriately through rewards and punishments (Brown and Treviño, 2006). As an external regulation instrument moral manager enact and execute policies to align employee behaviour with the ethical and organisational norms (Bavik et al., 2017). It is through these processes' moral manages by design mould ethical behaviour of their follower (Thiel *et al.*, 2018). It is observed that if a leader is a moral manager but not as a moral person he or she would be identified as a hypocrite by the followers (Stouten, Van Dijke and De Cremer, 2012; Jha and Singh, 2019).

Kalshoven, Den Hartog and De Hoogh (2011) while developing a questionnaire for ethical leadership at work, operationalised the following dimensions of ethical leadership.

Fairness: Treating subordinates without prejudice and preferences.

Power-sharing: Listening to the subordinates and giving due importance to their ideas while taking decisions.

Role clarification: Clear delineation of tasks, duties, and performance standards.

People orientation: Caring for the welfare and self-respect of the followers.

Integrity: Having no contradiction in words and deeds. Keeping promises.

Ethical guidance: Discusses and makes followers understand ethical rules and encourages the application of such rules through rewards.

Concern for sustainability: Accords due importance to the environment and encourages re-utilising of products and resources.

Ethical leaders are related to several outcomes e.g. organisational performance (Brown and Treviño, 2006; Riggio *et al.*, 2010), inclusion climate (Yukhymenko-Lescroart, Brown and Paskus, 2014), performance, organisational citizenship behaviour, and reduced production deviance (Thiel *et al.*, 2018), are more ethical (Mayer *et al.*, 2012), organisational concern, organisational citizenship behaviour (Wingate, Lee, and Bourdage, 2019), employees' voice behaviour (Chen and Hou, 2016), leader-member exchange, self-efficacy, organisational identity, job performance (Kelidbari, Fadaei, and Ebrahimi, 2016), job satisfaction (Naiyananont and Smuthranond, 2017), employee work engagement (Qin *et al.*, 2014), etc.

There are very few research studies that examined the effect of ethical leadership on the employees of the IT sector in Pakistan. In one such study, Ullah, Hameed, and Kashif (2017) found that ethical leadership positively relates to the innovative performance of the employees in the IT sector of Pakistan. Studies conducted in the textile sector of Pakistan reveal that ethical leadership positively relates to employee creativity (Younas *et al.*, 2018), and creativity at the workplace (Javed *et al.*, 2018). In a cross-cultural study of the employees in Australia and Pakistan, Ahmad (2018) observed that ethical leadership negatively relates to workplace bullying and positively related to interactional justice in both countries. Yasir and Rasli (2018) found that in the health sector of Pakistan ethical leadership negatively relates to workplace deviance and positively relates to ethical climate. Usman, Hameed, and Manzoor (2018) studied the effect of ethical leadership on the unlearning of negative behaviours. For the purpose, they interviewed forty European Union employees working in Pakistan and studied the unlearning effect of ethical leadership based on its dimension of accountability and honesty. They found it helps to unlearn/reducing misuse of company resources, favouritism, and unfair contract awarding.

After developing a fair understanding of the concept of ethical leadership and the effects it can create, it is appropriate to have a broader look on the research conducted in this field. For the purpose data available at Scopus database is explored. The term "Ethical AND Leadership" is searched for in title, abstract, and keywords. 4,219 documents appeared in the database. That

included article, conference paper, review, book chapter, and books. To align the scope of search with the study at hand, search is limited to articles in "English," published in context to, "Business, Management and Accounting" and having "Ethical Leadership" as a keyword. The number of publications reduced to 430 articles. Data about these publications is downloaded in Comma-Separated Values format and is analysed using VOSviewer software to determine the most prolific authors, most cited articles, countries that made the most contributions and variables studied. Table - 2.7 presents the top twenty most prolific authors based on the link strength of their work. The higher link strength reflects both i.e. number of publications and the number citations received (Piñeiro-Chousa et al., 2019).

Table - 2.7: **Ethical Leadership: Most Prolific Authors**

Serial	Author	Documents	Citations	Total Link Strength
1.	Treviño L.K.	5	1981	151
2.	Brown M.E.	6	1462	145
3.	Den Hartog D.N.	6	888	149
4.	De Hoogh A.H.B.	5	753	138
5.	Mayer D.M.	6	630	105
6.	Walumbwa F.O.	6	615	127
7.	Kalshoven K.	6	511	114
8.	Palanski M.E.	4	476	67
9.	Resick C.J.	5	417	82
10.	Greenbaum R.L.	6	284	59
11.	Kuenzi M.	4	221	35
12.	Stouten J.	7	217	84
13.	Kwan H.K.	4	199	49
14.	Hassan S.	4	179	25
15.	Loi R.	4	173	46
16.	Lam L.W.	4	171	39
17.	Newman A.	6	160	105
18.	Caldwell C.	7	159	3
19.	Miao Q.	4	156	89
20.	De Cremer D.	4	134	38

Most cited articles are the one which are referred most extensively in the literature. The number of citations an article receives reflects the intellectual contribution made by the author in the article.

Table 2.8 presents the list of top twenty most cited articles about ethical leadership as available in Scopus database.

Table 2.8: **Ethical Leadership: Most Cited Articles**

Serial	Authors	Title	Journal	Year	Citations
1.	Brown M.E., Treviño L.K.	Ethical leadership: A review and future directions	Leadership Quarterly	2006	1224
2.	Treviño L.K., Brown M., Hartman L.P.	A qualitative investigation of perceived executive ethical leadership: Perceptions from inside and outside the executive suite	Human Relations	2003	536
3.	De Hoogh A.H.B., Den Hartog D.N.	Ethical and despotic leadership, relationships with leader's social responsibility, top management team effectiveness and subordinates' optimism: A multi-method study	Leadership Quarterly	2008	352
4.	Walumbwa F.O., Mayer D.M., Wang P., Wang H., Workman K., Christensen A.L.	Linking ethical leadership to employee performance: The roles of leader-member exchange, self-efficacy, and organizational identification	Organizational Behavior and Human Decision Processes	2011	319
5.	Reave L.	Spiritual values and practices related to leadership effectiveness	Leadership Quarterly	2005	254
6.	Kalshoven K., Den Hartog D.N., De Hoogh A.H.B.	Ethical leadership at work questionnaire (ELW): Development and validation of a multidimensional measure	Leadership Quarterly	2011	242
7.	Mayer D.M., Kuenzi M., Greenbaum R.L.	Examining the Link Between Ethical Leadership and Employee Misconduct: The Mediating Role of Ethical Climate	Journal of Business Ethics	2010	211
8.	Resick C.J., Hanges P.J., Dickson M.W., Mitchelson J.K.	A cross-cultural examination of the endorsement of ethical leadership	Journal of Business Ethics	2006	196
9.	Hoch J.E., Bommer W.H., Dulebohn J.H., Wu D.	Do Ethical, Authentic, and Servant Leadership Explain Variance Above and Beyond Transformational Leadership? A Meta-Analysis	Journal of Management	2018	195
10.	Toor S.-R., Ofori G.	Ethical leadership: Examining the relationships with full range leadership model, employee	Journal of Business Ethics	2009	178

		outcomes, and organizational culture			
11.	Avey J.B., Wernsing T.S., Palanski M.E.	Exploring the Process of Ethical Leadership: The Mediating Role of Employee Voice and Psychological Ownership	Journal of Business Ethics	2012	162
12.	Chen A.S.-Y., Hou Y.-H.	The effects of ethical leadership, voice behavior and climates for innovation on creativity: A moderated mediation examination	Leadership Quarterly	2016	147
13.	Avey J.B., Palanski M.E., Walumbwa F.O.	When Leadership Goes Unnoticed: The Moderating Role of Follower Self-Esteem on the Relationship Between Ethical Leadership and Follower Behavior	Journal of Business Ethics	2011	144
14.	Kim W.G., Brymer R.A.	The effects of ethical leadership on manager job satisfaction, commitment, behavioral outcomes, and firm performance	International Journal of Hospitality Management	2011	142
15.	Palanski M.E., Yammarino F.J.	Integrity and leadership: A multi-level conceptual framework	Leadership Quarterly	2009	140
16.	Shin Y.	CEO Ethical Leadership, Ethical Climate, Climate Strength, and Collective Organizational Citizenship Behavior	Journal of Business Ethics	2012	138
17.	Tu, Y. D. and Lu, X. X.	How Ethical Leadership Influence Employees' Innovative Work Behavior: A Perspective of Intrinsic Motivation	Journal of Business Ethics	2013	137
18.	Den Hartog D.N., Belschak F.D.	Work Engagement and Machiavellianism in the Ethical Leadership Process	Journal of Business Ethics	2012	135
19.	Eisenbeiss S.A.	Re-thinking ethical leadership: An interdisciplinary integrative approach	Leadership Quarterly	2012	130
20.	Arjoon S.	Virtue theory as a dynamic theory of business	Journal of Business Ethics	2000	129

The country wise contribution towards the research on ethical leadership in order of priority based on link strength is at Table 2.9. Link strength reflects the quality of contribution accounting for

both i.e. number of publications and the citations received. Highly valuable research on ethical leadership is conducted in USA followed by China and Netherlands.

Table 2.9: **Ethical Leadership: Countries That Contributed the Most**

Serial	Country	Documents	Citations	Total Link Strength
1.	United States	164	6333	1941
2.	China	85	1703	1276
3.	Netherlands	30	1427	695
4.	Australia	33	662	466
5.	Canada	35	974	364
6.	Germany	18	461	315
7.	Hong Kong	16	421	282
8.	Pakistan	19	243	274
9.	United Kingdom	34	492	252
10.	South Korea	14	342	248
11.	Taiwan	20	294	226
12.	Turkey	12	114	142
13.	Belgium	9	225	141
14.	Spain	8	247	137
15.	Macau	6	315	132
16.	Malaysia	11	30	120
17.	India	9	266	114
18.	Singapore	5	198	107
19.	Ireland	5	244	86
20.	Portugal	6	67	71

Study of keywords enables a researcher to determine the extent of research conducted in the field. 1157 keywords have been identified. However, only 100 keywords prioritized based on number of occurrences are listed at Appendix C.

2.5.   Servant Leadership

Robert K. Greenleaf used the term "Servant Leadership" for the first time in his essay *"The Servant as Leader",* published in 1970 (Greenleaf, 1970). The concept of servant leader transpired to him intuitively after reading the character of "Leo," a servant in a fiction named "*Journey to the East*" by Hermann Hesse. Leo served the group on its mythical journey. When Leo disappeared, the group could not make any headway. On reappearance of Leo the group regained its order. That

reflected on the leadership qualities of Leo. Drawing on the character of Leo, Greenleaf (1970) described a servant-leader as one who has a natural inclination to serve first; this predisposition later translates into a conscious decision to lead. A servant leader tries to meet priority needs of the people and work for their physical and mental wellbeing. They want the underprivileged segment of the society to attain self-sufficiency and become servant leaders themselves. Bottom line for them is that the underprivileged segment of the society should not get further deprived.

Characteristics of servant leader highlighted by Greenleaf (1970) includes, a natural proclivity to serve first, be a good listener, have empathy, healing i.e. being caring about followers' personal problems (Liden *et al.*, 2015), awareness i.e. the ability to take a holistic view of the situation, should be a "*dreamer,*" and a visionary, should be persuasive, interested in the growth and development of followers, and should build the community.

The concept of servant leadership is in its infancy (Stone, Russell, and Patterson, 2004; Smith, 2005; Duff, 2011; Donia *et al.*, 2016). Parris and Peachey (2013) observed that a commonly accepted definition of servant leadership does not exist. It is because of the lack of consensus on the definition that researchers have coined different theoretical models (van Dierendonck, 2011). To bridge this gap, and to encompass the full extent of servant leadership, several researchers made valuable contributions. List of the dimensions developed by some of the researchers is in Table 2.10 below:

Table 2.10: **Dimensions of Servant Leadership**

Researcher	Servant Leadership Dimensions
Graham (1991)	*Inspirational, moral*
De Pree (1992)	*Integrity; vulnerability; discernment; awareness of the human spirit; courage in relationships; a sense of humour; intellectual energy and curiosity; respect for the future, regard for the present, understanding of the past; predictability; breadth; comfort with ambiguity; and presence*
Buchen (1998)	*Self-identity, capacity for reciprocity, relationship builders, preoccupation with the future*

Spears (1998) *Listening, empathy, healing, awareness, persuasion, conceptualization, foresight, stewardship, commitment to the growth of people, community building*

Farling, Stone, and Winston (1999) *Vision, influence, credibility, trust, service*

Laub (1999) *Valuing people, developing people, building community, displaying authenticity, provides leadership, shares leadership*

Russell (2001) *Vision, credibility, trust, service, modelling, pioneering, appreciation of others, empowerment*

Russel and Stone (2002) *Vision, honesty, integrity, trust, service, modelling, pioneering, appreciation of others, empowerment*

Patterson (2003) *Agapáo love, humility, altruism, vision, trust, empowerment, service*

Liden *et al.* (2008) *Emotional healing*; creating *value for the community*; conceptual *skills; empowering others; helping subordinates grow and succeed*; *putting subordinates first; behaving ethically*; *relationships*; and *servanthood*

Wong and Davey (2007) *Serving and developing others, consulting and involving others, humility, and selflessness, modelling integrity and authenticity, and inspiring and influencing others*

Sendjaya, Sarros, and Santora (2008) *Voluntary subordination, authentic self, covenantal relationships, responsible morality, transcendent spirituality, and transforming influence.*

van Dierendonck and Nuijten (2011) *Empowerment, accountability, standing back, humility, authenticity, courage, interpersonal acceptance, stewardship*

| Reed, Vidaver-Cohen, and Colwell (2011) | *Interpersonal support, building community, altruism, egalitarianism, moral integrity* |

Note. In part adapted from "Development and Validation of Servant Leadership Behaviour Scale," by S. Sendjaya, 2003, *Proceedings of the Servant Leadership Research Roundtable*, from http://www.regent.edu/acad/cls/2003ServantLeadershipRoundtable/

Servant leaders establish a positive relationship with their followers based on mutual respect that makes employees feel important (Takeuchi, Chen and Cheung, 2012). Positivity in the relationship enhances the employee's self-concept and determine his/her identity at work (van Knippenberg et al., 2004). In addition, servant leaders work for the welfare and progress of employees, which leads to positive judgments of the leader by the subordinates (Winston and Fields, 2015). Favours extended by a servant leader to a subordinate would enhance the subordinate's status and respect among colleagues. Chen *et al.* (2015) contend that social identity so created plays an important role in the influencing process. Servant leaders have a natural inclination to serve first; by doing so, they set a personal example. Research shows that followers emulate the behaviour of their leaders (Manz, 2015). Role modelling can be an important process through which a servant leader would influence his/her followers (Liden *et al.,* 2014). Servant leaders are committed to serving others and would endeavour to address their subordinates' pressing needs. This creates an environment where subordinates feel obliged and are inclined to return favours (Walumbwa, Hartnell and Oke, 2010). The respect and favours extended by the leader, and the reciprocity exhibited by the subordinates would start an intense social exchange process. Newman *et al.* (2015) state that to reciprocate, followers would perform their jobs more diligently.

Not much research is conducted on servant leadership in Pakistan. Studies on the influence of servant leadership in the IT sector are almost non-existent. While studying the effect of servant leadership in the banking sector of Pakistan, Donia *et al.* (2016) found that it relates positively to employee job satisfaction but not to their organisational citizenship behaviours. Choudhary, Akhtar, and Zaheer (2013) drawing data from the services sector to include hotels, telecommunication, and the banking sector of Pakistan found that servant leadership associates positively to organisational learning. Studying the food and beverages sector of Pakistan, Chughtai

(2019) found that servant leadership positively relates to career planning, skill development, and networking behaviour. In another study conducted by Chughtai (2016) in the food industry of Pakistan, he found that servant leadership positively relates to organisational identification and psychological safety. Brohi *et al.* (2018) found that in the education sector, servant leadership negatively relates to turnover intention.

In other parts of world, researchers have established that servant leadership positively associates with many outcomes, for example, job satisfaction (Donia *et al.,* 2016); satisfaction, commitment and intention to stay (Schneider and George, 2011); organisational citizenship behaviour and psychological empowerment (Hu and Liden, 2011; Newman *et al.*, 2015); trust in leader and in an organisation (Washington, Sutton, and Feild, 2006; Sendjaya and Pekerti, 2010); organisational commitment (Han, Kakabadse and Kakabadse, 2010; Miao *et al.*, 2014); trust and mutual respect (Sousa and Dierendonck, 2010); procedural justice (Walumbwa, Hartnell and Oke, 2010), and employees creativity and helping behaviour (Neubert *et al.*, 2008; Jaramillo *et al.,* 2009) and so on.

After definition and examining effects of servant leadership it would be appropriate to have a macro view of the research undertaken in this context. I explore data available at Scopus database for the purpose. The term "Servant AND Leadership" is searched for in title, abstract, and keywords. 1,392 documents are found in the database. That included article, conference paper, review, book chapter, and books. To suite the study at hand, search is refined by limiting it to articles in "English," published in context to, "Business, Management and Accounting" and having "Servant Leadership" as a keyword. The number of publications reduced to 251 articles. Data about these publications is downloaded in Comma-Separated Values format and is analysed using VOSviewer software to determine the most prolific authors, most cited articles, countries that made the most contributions and variables studied.

Table - 2.11 presents the top twenty most prolific authors based on the link strength of their work. The higher link strength reflects both i.e. number of publications and the number citations received (Piñeiro-Chousa et al., 2019).

Table - 2.11: **Servant Leadership: Most Prolific Authors**

Serial	Author	Documents	Citations	Total Link Strength
1.	Liden R.C.	7	832	180

2.	Sendjaya S.		8	404	158
3.	Wayne S.J.		3	667	126
4.	Van Dierendonck D.		9	444	116
5.	Eva N.		6	122	109
6.	Robin M.		4	114	95
7.	Bande B.		6	115	76
8.	Cooper B.		3	240	64
9.	Neubert M.J.		3	194	62
10.	Kwan H.K.		5	168	49
11.	Karatepe O.M.		6	102	47
12.	Jaramillo F.		3	79	43
13.	Ruiz-Palomino P.		4	18	42
14.	Wang Z.		4	39	40
15.	Liu J.		4	124	38
16.	Fernández-Ferrín P.		3	63	37
17.	Aboramadan M.		3	3	35
18.	Liu Y.		4	34	35
19.	Liu H.		3	30	30
20.	Zhang Y.		4	13	28

Most cited articles are the one, which are referred most extensively in the literature. Table 2.12 presents the list of top twenty most cited articles about servant leadership as available in Scopus database.

Table 2.12: **Servant Leadership: Most Cited Articles**

Serial	**Authors**	**Title**	**Journal**	**Year**	**Citations**
1.	Liden R.C., Wayne S.J., Zhao H., Henderson D.	Servant leadership: Development of a multidimensional measure and multi-level assessment	Leadership Quarterly	2008	530
2.	Barbuto Jr. J.E., Wheeler D.W.	Scale development and construct clarification of servant leadership	Group and Organization Management	2006	320
3.	Parris D.L., Peachey J.W.	A Systematic Literature Review of Servant Leadership Theory in Organizational Contexts	Journal of Business Ethics	2013	216

4.	Hoch J.E., Bommer W.H., Dulebohn J.H., Wu D.	Do Ethical, Authentic, and Servant Leadership Explain Variance Above and Beyond Transformational Leadership? A Meta-Analysis	Journal of Management	2018	195
5.	Hunter E.M., Neubert M.J., Perry S.J., Witt L.A., Penney L.M., Weinberger E.	Servant leaders inspire servant followers: Antecedents and outcomes for employees and the organization	Leadership Quarterly	2013	141
6.	Van Dierendonck D., Stam D., Boersma P., de Windt N., Alkema J.	Same difference? Exploring the differential mechanisms linking servant leadership and transformational leadership to follower outcomes	Leadership Quarterly	2014	139
7.	Yoshida D.T., Sendjaya S., Hirst G., Cooper B.	Does servant leadership foster creativity and innovation? A multi-level mediation study of identification and prototypicality	Journal of Business Research	2014	128
8.	Hale J.R., Fields D.L.	Exploring servant leadership across cultures: A study of followers in Ghana and the USA	Leadership	2007	121
9.	Chiniara M., Bentein K.	Linking servant leadership to individual performance: Differentiating the mediating role of autonomy, competence and relatedness need satisfaction	Leadership Quarterly	2016	116
10.	Whetstone J.T.	How virtue fits within business ethics	Journal of Business Ethics	2001	106
11.	Liden R.C., Wayne S.J., Meuser J.D., Hu J., Wu J., Liao C.	Servant leadership: Validation of a short form of the SL-28	Leadership Quarterly	2015	95
12.	Reed L.L., Vidaver-Cohen D., Colwell S.R.	A New Scale to Measure Executive Servant Leadership: Development, Analysis, and Implications for Research	Journal of Business Ethics	2011	90
13.	Newman A., Schwarz G., Cooper B., Sendjaya S.	How Servant Leadership Influences Organizational Citizenship Behavior: The Roles of LMX, Empowerment, and Proactive Personality	Journal of Business Ethics	2017	88
14.	Eva N., Robin M., Sendjaya S., van Dierendonck D., Liden R.C.	Servant Leadership: A systematic review and call for future research	Leadership Quarterly	2019	84

15.	Wu L.-Z., Tse E.C., Fu P., Kwan H.K., Liu J.	The Impact of Servant Leadership on Hotel Employees' "Servant Behavior"	Cornell Hospitality Quarterly	2013	76
16.	Zhang H., Kwong Kwan H., Everett A.M., Jian Z.	Servant leadership, organizational identification, and work-to-family enrichment: The moderating role of work climate for sharing family concerns	Human Resource Management	2012	72
17.	Liden R.C.	Leadership research in Asia: A brief assessment and suggestions for the future	Asia Pacific Journal of Management	2012	71
18.	Pekerti A.A., Sendjaya S.	Exploring servant leadership across cultures: Comparative study in Australia and Indonesia	International Journal of Human Resource Management	2010	67
19.	Hsiao C., Lee Y.-H., Chen W.-J.	The effect of servant leadership on customer value co-creation: A cross-level analysis of key mediating roles	Tourism Management	2015	66
20.	van Dierendonck D., Patterson K.	Compassionate Love as a Cornerstone of Servant Leadership: An Integration of Previous Theorizing and Research	Journal of Business Ethics	2015	65

The top twenty countries in order of priority of link strength that made the most valuable contributions towards servant leadership are at Table 2.13. Link strength reflects the quality of contribution as it considers both i.e. number of publications and the citations received. USA followed by China and Australia made most useful contribution towards the research on servant leadership.

Table 2.13: **Servant Leadership: Countries That Contributed the Most**

Serial	**Country**	**Documents**	**Citations**	**Total Link Strength**
1.	United States	82	3330	912
2.	China	33	517	444
3.	Australia	23	563	434
4.	United Kingdom	23	450	307
5.	Netherlands	15	533	270
6.	Canada	13	497	236

7.	Spain	18	206	223
8.	Turkey	13	234	180
9.	Hong Kong	7	197	107
10.	Pakistan	9	101	106
11.	India	11	75	98
12.	Italy	4	29	73
13.	Oman	4	3	59
14.	New Zealand	4	122	58
15.	Macau	3	71	55
16.	South Korea	9	26	55
17.	Indonesia	8	59	51
18.	Malaysia	9	49	43
19.	Taiwan	3	92	38
20.	Germany	3	46	24

Study of keywords enables a researcher to determine the extent of research conducted in the field. 756 keywords are identified. 100 keywords prioritized based on number of occurrences are listed at Appendix D.

2.6. **Employee Engagement**

Employee engagement is a principal issue in human resource management (Borkowska and Czerw, 2017). Attridge (2009) and Schaufeli and Bakker (2010) noted that Kahn (1990) was the first scholar who theorized engagement. Kahn (1990) defined engagement as employee attachment with their work such that they express themselves physically, psychologically, and intellectually through their work. Kahn (1990) conceptualized engagement as a relationship between employee and his job, wherein, the job provides a platform for self-expression i.e. creativity, and the employee uses his / her physical and mental abilities for the purpose. Engagement is viewed in context to Job demands-resources (JD-R) model. Demerouti *et al.* (2001) instituted the JD-R model. Demerouti *et al.* (2001) illustrated that job demands include bodily, societal, and structural feature of the job that require physical or intellectual work and therefore conjoins with some physical or emotional cost, which help in achieving work goals and promotes personal progress. Hakanen and Roodt (2010) noted that job resources positively relate to engagement. Schaufeli and Bakker (2003); Schaufeli, Taris and Van Rhenen (2008); Korunka et al. (2009) consider engagement as an antipode to burnout. Later, Schaufeli and Bakker (2010) recognized engagement as an independent concept

that negatively relates to burnout.

Several terms are in use which expresses different forms of engagement, for instance, employee engagement and work engagement. Schaufeli and Bakker (2010) noted that work engagement represents the employee's relationship with his or her work, while employee engagement would include relations with the organisation. Saks (2006) drawing on the work of Kahn (1990) explained the difference between job engagement and organisational engagement. Job engagement shows an individual's psychological presence in his or her job role, whereas organisational engagement would mean an employee's psychological presence in his or her specific organisational role. Schaufeli *et al.* (2001) defined employee engagement as, cognitively pleasing disposition towards work distinguished by '*vigour, dedication, and absorption*' (p. 74). *Vigour* refers to an employee's hard work, persistence, and resilience. It reflects an employee's readiness to exert effort in his or her work, exhibit tenacity once confronted by a challenging situation, and show drive and mental robustness while working. *Dedication* represents employee involvement in job and his / her feeling of excitement and important while doing the work. It becomes a source of pride and motivation for him. *Absorption* means an employee's involvement in the jobs such that he or she loses track of time and finds it difficult to disengage from the work (Llorens *et al.*, 2006; Kinnunen, Feldt and Mäkikangas, 2008; Bakker *et al.*, 2008; Líbano *et al.*, 2012).

Research conducted in the software sector of Pakistan shows that employee engagement positively relates to monetary and non-monetary rewards (Tahir, 2019), and flexitime (Kiran and Khurram, 2018). In the banking sector of Pakistan, employee engagement positively relates to distributive and interactional justice (Alvi and Abbasi, 2012) and negatively relates to employee turnover intention (Malik and Khalid, 2016). A meta-analysis conducted by Ahmed *et al.* (2015) reveals that perceived organisational support relates to employee engagement. In a systematic review, Ahmed and Nawaz (2015) found that perceived organisational support positively relates to employee engagement.

Studies conducted in other parts of the world show that employee engagement positively associates with several variables e.g. individual change readiness (Lee, Wang, and Liu, 2017), affective organisational commitment and job performance (Karatepe *et al.*, 2014), personal accomplishment, identification with organisation, willingness to exert in organisation's favour and occupational commitment (Kanste, 2011), affective organisational commitment, extra-role performance, and negatively relates to turnover intentions (Karatepe, 2013), organisational commitment (Ahuja and

Gupta, 2019; Lin *et al.*, 2019), negatively relates to voluntary absence (Shantz and Alfes, 2014), employee intrapreneurial behaviour, and personal resources (Gawke, Gorgievski, and Bakker, 2017), diversity-oriented HR practices (Luu, Rowley and Vo, 2019).

After having discussed the concept, it is prudent to have a macro view of the research conducted in context to employee engagement. For the purpose, I mine Scopus database. The term "Employee AND Engagement" is searched for in title, abstract, and keywords. 44,084 documents are found in the database. That included article, conference paper, review, book chapter, and books. To suite the study at hand, search is refined by limiting it to articles in "English," published in context to, "Business, Management and Accounting" and having "Employee Engagement" as a keyword. The number of publications reduced to 1,395 articles. I download these publications in Comma-Separated Values format. VOSviewer software is used to determine the most prolific authors, most cited articles, countries that made the most contributions and variables studied.

Table - 2.14 presents the top twenty most prolific authors based on the link strength of their work. The higher link strength reflects both i.e. number of publications and the number of citations received (Piñeiro-Chousa et al., 2019).

Table - 2.14: **Employee Engagement: Most Prolific Authors**

Serial	Author	Documents	Citations	Total Link Strength
1.	Bakker A.B.	56	5667	481
2.	Demerouti E.	29	3148	334
3.	Schaufeli W.B.	26	3560	317
4.	Xanthopoulou D.	8	2099	194
5.	Derks D.	14	967	149
6.	Tims M.	8	970	121
7.	Karatepe O.M.	26	907	83
8.	Shuck B.	17	640	77
9.	Chaudhary R.	13	112	75
10.	Gupta M.	9	122	67
11.	Breevaart K.	7	377	61
12.	Shaheen M.	8	111	59
13.	Guglielmi D.	7	189	50
14.	Sonnentag S.	8	562	50
15.	Zigarmi D.	7	142	45
16.	Nimon K.	8	125	43
17.	Alfes K.	7	551	37
18.	Tolvanen A.	8	176	34

19.	Brough P.	7	222	22	
20.	Stinglhamber F.	7	123	20	

The number of citations an article receives reflects on its contribution towards the subject. Table 2.15 presents the list of top twenty most cited articles about employee engagement as available in Scopus database.

Table 2.15: **Employee Engagement: Most Cited Articles**

Serial	Authors	Title	Journal	Year	Citations
1.	Xanthopoulou D., Bakker A.B., Demerouti E., Schaufeli W.B.	The role of personal resources in the job demands-resources model	International Journal of Stress Management	2007	960
2.	Xanthopoulou D., Bakker A.B., Demerouti E., Schaufeli W.B.	Reciprocal relationships between job resources, personal resources, and work engagement	Journal of Vocational Behavior	2009	672
3.	Mauno S., Kinnunen U., Ruokolainen M.	Job demands and resources as antecedents of work engagement: A longitudinal study	Journal of Vocational Behavior	2007	451
4.	Bakker A.B., Albrecht S.L., Leiter M.P.	Key questions regarding work engagement	European Journal of Work and Organizational Psychology	2011	416
5.	González-Romá V., Schaufeli W.B., Bakker A.B., Lloret S.	Burnout and work engagement: Independent factors or opposite poles?	Journal of Vocational Behavior	2006	405
6.	Hakanen J.J., Perhoniemi R., Toppinen-Tanner S.	Positive gain spirals at work: From job resources to work engagement, personal initiative and work-unit innovativeness	Journal of Vocational Behavior	2008	363
7.	Salanova M., Schaufeli W.B.	A cross-national study of work engagement as a mediator between job resources and proactive behaviour	International Journal of Human Resource Management	2008	356
8.	Bakker A.B., Tims M., Derks D.	Proactive personality and job performance: The role of job crafting and work engagement	Human Relations	2012	323

9.	Petrou P., Demerouti E., Peeters M.C.W., Schaufeli W.B., Hetland J.	Crafting a job on a daily basis: Contextual correlates and the link to work engagement	Journal of Organizational Behavior	2012	321
10.	Sonnentag S., Fritz C.	Recovery from job stress: The stressor-detachment model as an integrative framework	Journal of Organizational Behavior	2015	318
11.	Alfes K., Shantz A.D., Truss C., Soane E.C.	The link between perceived human resource management practices, engagement and employee behaviour: A moderated mediation model	International Journal of Human Resource Management	2013	261
12.	Bakker A.B., Van Emmerik H., Euwema M.C.	Crossover of burnout and engagement in work teams	Work and Occupations	2006	260
13.	Gruman J.A., Saks A.M.	Performance management and employee engagement	Human Resource Management Review	2011	252
14.	Tims M., Bakker A.B., Xanthopoulou D.	Do transformational leaders enhance their followers' daily work engagement?	Leadership Quarterly	2011	249
15.	Bakker A.B., Demerouti E., Schaufeli W.B.	The crossover of burnout and work engagement among working couples	Human Relations	2005	220
16.	Lanaj K., Johnson R.E., Barnes C.M.	Beginning the workday yet already depleted? Consequences of late-night smartphone use and sleep	Organizational Behavior and Human Decision Processes	2014	218
17.	Karatepe O.M.	High-performance work practices and hotel employee performance: The mediation of work engagement	International Journal of Hospitality Management	2013	178
18.	J. A.	Determinants of employee engagement and their impact on employee performance	International Journal of Productivity and Performance Management	2014	175
19.	Saks A.M., Gruman J.A.	What Do We Really Know About Employee Engagement?	Human Resource Development Quarterly	2014	171
20.	Dane E., Brummel B.J.	Examining workplace mindfulness and its	Human Relations	2014	167

	relations to job performance and turnover intention	

Country wise contribution towards the research on employee engagement in order of priority based on link strength is at Table 2.16. Link strength reflects the quality of contribution as it considers both i.e. number of publications and the citations received. Valuable research on employee engagement is conducted in Netherlands followed by USA and India.

Table 2.16: **Employee Engagement: Countries That Contributed the Most**

Serial	**Country**	**Documents**	**Citations**	**Total Link Strength**
1.	Netherlands	149	8701	2160
2.	United States	288	5597	1753
3.	India	199	1637	1024
4.	United Kingdom	125	2216	972
5.	Canada	54	2379	873
6.	Australia	105	2155	860
7.	China	91	1435	764
8.	Turkey	39	1064	599
9.	Finland	37	1511	484
10.	South Korea	39	512	393
11.	Germany	45	1263	390
12.	Spain	28	1233	370
13.	Taiwan	36	547	337
14.	Belgium	40	752	336
15.	Malaysia	57	312	327
16.	Hong Kong	25	921	326
17.	Pakistan	37	200	291
18.	Italy	35	526	272
19.	South Africa	40	398	244
20.	New Zealand	20	318	213

Study of keywords enables a researcher to determine the extent of research conducted in the field. 2885 keywords have been identified. However, only 100 keywords prioritized based on number of occurrences are listed at Appendix E.

2.7.   **Perceived Supervisor Support**

A supportive supervisor helps the employees to do their job in a better way and shows respect for them (Eisenberger *et al.*, 2002; Sguera *et al.*, 2018). Perceived supervisor support underlines employee perception that their supervisor *"values their contributions and cares about their well-being"* (Gonzalez-Morales *et al.*, 2018, p. 152). Four behaviours of the supervisor reflect their support i.e. *benevolence, sincerity, fairness, and experiential processing*. Benevolence implies acknowledging extra efforts put in by the employees, accepting and using mistakes for learning, providing necessary training to the employees, and compensating for the mistreatment by the customers. Supervisor behaviours like fulfilling promises, treating employees with respect, giving honest feedback on their performance, giving clear directions and advising on how to improve their performance represents *sincerity* (Eisenberger & Stinglhamber, 2011). Uniform and unbiased enforcement of policies represent *fairness*. Fairness also includes listening to the employees and providing them opportunity for correction (DeConinck, 2010). *Experiential processing* means handing the information responsibly to avoid knee jerk reactions (Good et al., 2016). That provides the supervisor an opportunity to study the situation in an unbiased manner. Such behaviour by the supervisor in a stressful environment leads to a greater perception of supervisor support.

In Pakistan's IT sector, Akram *et al.* (2018) observes that perceived supervisor support positively relates to trust in the supervisor. In the banking sector of Pakistan, Alvi *et al.* (2014) states that perceived supervisor support positively associates with job autonomy and job security. Bashir and Long (2015) note that perceived supervisor support for training positively relates to affective and normative commitment. Similarly, in a study of telecom and banking sector of Pakistan, Ashar *et al.* (2013) observe that perceived supervisor support relates to affective commitment. Afzal *et al.* (2019) in academia, observe that perceived supervisor support significantly relates to task performance and insignificantly relates to turnover intention.

In the studies conducted in other parts of the world, perceived supervisor support relates with employee motivation (Caniëls, 2019), climate for innovation (Tafvelin *et al.*, 2019), affective commitment, normative commitment and motivation to learn and develop (Mylona and Mihail, 2019), distributive, procedural and interactional justice (Campbell *et al.*. 2013). It negatively relates to emotional exhaustion and turnover intention (Newman, Thanacoody and Hui, 2011).

To have a macro view of the research conducted in context to perceived supervisor support, Scopus database is explored. To explore the data search term, "Perceived AND Supervisor AND Support"

is used in title, abstract, and keywords. 1,458 documents appeared. That included articles, conference papers, reviews, book chapters, and books. To narrow down the scope of search to meet study requirements it is further refined by limiting it to articles in "English," published in context to, "Business, Management and Accounting" and having "Perceived Supervisor Support" as a keyword. The number of publications reduced to 51 articles. The data analysed using VOSviewer software to determine the most prolific authors, most cited articles, countries that made the most contributions and variables studied.

Table - 2.17 presents the top twenty most prolific authors based on the link strength of their work. The higher link strength reflects greater contribution by the author (Piñeiro-Chousa et al., 2019).

Table - 2.17: **Perceived Supervisor Support: Most Prolific Authors**

Serial	Author	Documents	Citations	Total Link Strength
1.	Deconinck J.B.	1	164	16
2.	De Cremer D.	1	112	12
3.	Mercken L.	1	112	12
4.	Stinglhamber F.	1	112	12
5.	Chen K.-Y.	1	12	10
6.	Dai Y.-D.	1	12	10
7.	Hou Y.-H.	1	12	10
8.	Zhuang W.-L.	1	12	10
9.	Akram A.	1	0	9
10.	Atif Ishaq M.	1	0	9
11.	Cheng B.-S.	1	18	9
12.	Cheng C.-Y.	1	18	9
13.	Ganzach Y.	1	50	9
14.	Habibah U.	1	0	9
15.	Iqbal M.S.	1	0	9
16.	Jen C.-K.	1	18	9
17.	Jiang D.-Y.	1	18	9
18.	Kamran M.	1	0	9
19.	Pazy A.	2	57	9
20.	Riley J.H.	1	18	9

Most cited articles are the one which are referred most widely in the literature. Table 2.18 presents the list of top twenty most cited articles which explain on perceived supervisor support as available in Scopus database.

Table 2.18: **Perceived Supervisor Support: Most Cited Articles**

Serial	Authors	Title	Journal	Year	Citations
1.	DeConinck J.B.	The effect of organizational justice, perceived organizational support, and perceived supervisor support on marketing employees' level of trust	Journal of Business Research	2010	164
2.	Stinglhamber F., De Cremer D., Mercken L.	Perceived support as a mediator of the relationship between justice and trust: A multiple foci approach	Group and Organization Management	2006	112
3.	Newman A., Thanacoody R., Hui W.	The effects of perceived organizational support, perceived supervisor support and intra-organizational network resources on turnover intentions: A study of Chinese employees in multinational enterprises	Personnel Review	2011	52
4.	Pazy A., Ganzach Y.	Pay contingency and the effects of perceived organizational and supervisor support on performance and commitment	Journal of Management	2009	50
5.	Guchait P., Paşamehmetoğlu A., Dawson M.	Perceived supervisor and co-worker support for error management: Impact on perceived psychological safety and service recovery performance	International Journal of Hospitality Management	2014	48
6.	Campbell N.S., Perry S.J., Maertz C.P., Allen D.G., Griffeth R.W.	All you need is resources: The effects of justice and support on burnout and turnover	Human Relations	2013	48
7.	Neves P.	Organizational cynicism: Spillover effects on supervisor-subordinate relationships and performance	Leadership Quarterly	2012	42
8.	Škerlavaj M., Černe M., Dysvik A.	I get by with a little help from my supervisor: Creative-idea generation, idea implementation, and perceived supervisor support	Leadership Quarterly	2014	36
9.	Kuvaas B., Dysvik A., Buch R.	Antecedents and employee outcomes of line managers' perceptions of enabling HR practices	Journal of Management Studies	2014	36
10.	Dysvik A., Kuvaas B.	Perceived job autonomy and turnover intention: The	European Journal of	2013	33

		moderating role of perceived supervisor support	Work and Organizationa l Psychology		
11.	Humborstad S.I.W., Humborstad B., Whitfield R.	Burnout and service employees' willingness to deliver quality service	Journal of Human Resources in Hospitality and Tourism	2007	27
12.	Bhatnagar J.	Mediator analysis in the management of innovation in Indian knowledge workers: The role of perceived supervisor support, psychological contract, reward and recognition and turnover intention	International Journal of Human Resource Management	2014	24
13.	Jung J.-H, Tak J.	The effects of perceived career plateau on employees' attitudes: Moderating effects of career motivation and perceived supervisor support with Korean employees	Journal of Career Development	2008	22
14.	Gordon S., Tang C.-H., Day J., Adler H.	Supervisor support and turnover in hotels: Does subjective well-being mediate the relationship?	International Journal of Contemporary Hospitality Management	2019	21
15.	Guchait P., Cho S., Meurs J.A.	Psychological Contracts, Perceived Organizational and Supervisor Support: Investigating the Impact on Intent to Leave Among Hospitality Employees in India	Journal of Human Resources in Hospitality and Tourism	2015	21
16.	Cheng C.-Y., Jiang D.-Y., Cheng B.-S., Riley J.H., Jen C.-K.	When do subordinates commit to their supervisors? Different effects of perceived supervisor integrity and support on Chinese and American employees	Leadership Quarterly	2015	18
17.	Neves P.	Building commitment to change: The role of perceived supervisor support and competence	European Journal of Work and Organizationa l Psychology	2011	18
18.	Tremblay M., Gibson M.	The Role of Humor in the Relationship Between Transactional Leadership Behavior, Perceived Supervisor Support, and Citizenship Behavior	Journal of Leadership and Organizationa l Studies	2016	16

| 19. | Fuchs S., Prouska R. | Creating Positive Employee Change Evaluation: The Role of Different Levels of Organizational Support and Change Participation | Journal of Change Management | 2014 | 16 |
| 20. | Aisbett L., Randle E., Kappelides P. | Future volunteer intentions at a major sport event | Annals of Leisure Research | 2015 | 15 |

The country wise contribution towards the research on perceived supervisor support in order of priority based on link strength is at Table 2.19. Link strength reflects the quality of contribution as it considers both i.e. number of publications and the citations received. Highly valuable research on organizational commitment is conducted in USA followed by Belgium and Canada.

Table 2.19: **Perceived Supervisor Support: Countries That Contributed the Most**

Serial	Country	Documents	Citations	Total Link Strength
1.	United States	13	340	15
2.	Belgium	1	112	6
3.	Canada	5	42	6
4.	Netherlands	1	112	6
5.	Pakistan	1	0	6
6.	Taiwan	2	30	6
7.	South Korea	4	26	5
8.	Israel	2	57	4
9.	Norway	5	120	4
10.	Australia	3	20	3
11.	China	4	79	3
12.	France	2	4	3
13.	Philippines	1	0	3
14.	Turkey	3	56	3
15.	India	3	25	2
16.	Portugal	4	71	2
17.	Singapore	2	23	2
18.	United Kingdom	3	68	2
19.	Greece	1	0	1
20.	Slovenia	1	36	1

Study of keywords enables a researcher to determine the extent of research conducted in the field. 163 keywords are identified. 100 keywords prioritized based on number of occurrences are listed at Appendix F.

2.8. **Relationship between Constructs**

2.8.1. **Authentic leadership and Organisational Commitment**.

Past research established that authentic leadership positively relates to several outcomes. López et al. (2015) in a study conducted in the employees of Police and Fire Departments of Spain found that authentic leadership positively relates to group cohesion and group identification. Walumbwa (2011) observed that authentic leadership predicts performance, commitment, and organisational citizenship behaviour. Lyubovnikova et al. (2017) noted that authentic leadership positively predicts reflexivity. Based on the data collected from 20 different organisations in China, Niu et al. (2018) found that authentic leadership influences employee voice and innovation behaviour. Data collected from IT companies operating in India showed that authentic leadership relates to the 'work-related quality of life' of the employees (Yadav and Dixit, 2017). It positively associates to leader-member exchange (Wang et al., 2014) and teachers' academic optimism and work engagement (Kulophas et al., 2018, p. 27). Hsiung (2012) in a study conducted among the employees of a chain store in Taiwan found that authentic leadership support that employees convey their views and feelings to the organisation. Authentic leadership positively relates to transparent communication and work-life enrichment (Jiang and Men, 2017). That enriches the relationship between the leader and the followers. Past research shows that intimate communication with the leader fosters organisational commitment.

Authentic leaders induce organisational commitment among the employees through social identification and behavioural integrity (Leroy, Palanski and Simons, 2011). Authentic leaders maintain a frank and open communication with their followers. They even share their own weaknesses. That creates trust in leaders among the followers (Walumbwa et al., 2011). The followers reciprocate the trust in the leader, so created. As the followers understand the personality and aspirations of their leader, they identify themselves with the leader. Social identity so created also affects a follower's organisational commitment (Avolio et al., 2004). Authentic leaders induce behavioural integrity among the followers by keeping their promises and by conducting themselves in a principled manner, showing no dichotomy in their words and deeds. Behavioural integrity is an important precursor of organisational commitment (Simons, 2008).

Edú Valsania, Moriano and Molero (2016) recognised organisational identification as an important driver for commitment. They identified that openness, ethical behaviour, and trust generated by authentic leaders induce organisational identification among the employees, which fosters organisational commitment. Gatling, Kang, and Kim (2016) noted that self-awareness is an important dimension of an authentic leader that enables the leader to understand his / her own strengths and weaknesses and how his / her actions affect others (Kernis, 2003). They observed that because of self-awareness, a leader could exhibit openness and would act without biases. These features encourage followers to identify themselves with the leader and the organisation. Oh, and Oh (2017) claimed that authentic leaders would develop quality relations with their followers grounded in positive social exchanges (Ilies, Morgeson, and Nahrgang, 2005). It is further illustrated that transparency, integrity and unbiased decision making enables an authentic leader to build trust-based relations with the employees. That leads to employee commitment (Avolio and Gardner, 2005). Gatling, Kang, and Kim (2016) noted that authentic leaders for their self-awareness and transparency in relations, induce organisational commitment among the employees. Self-aware leaders inspire the employees to imbue the collective values of the organisation rather than the values of the leader. This phenomenon based on transparency in relations and adopting collective values of the organisation engenders pursuit for collective good of the organisation.

The arguments put forth in the preceding paragraphs are complemented with the help of a comprehensive literature review. For the literature review Web of Science, Scopus, and Emerald databases are mined. 219 articles are drawn using search term "Authentic AND Leadership AND Organisational AND Commitment" in title, abstract, and author keywords. The research is further refined by restricting it to articles published in English in the discipline of "Business, Management and Accounting" with "Authentic Leadership and Organisational Commitment" in author keywords. Table 2.20 presents few latest articles wherein direct relationship between authentic leadership and organisational commitment is studied.

Table 2.20: **Authentic Leadership and Organisational Commitment**

	Authors	Title	Country	Findings
1.	Emuwa, A. and Fields, D. (2017)	Authentic leadership as a contemporary leadership model applied in Nigeria	Nigeria	Self-awareness - OC ($\Delta R^2 = 0.01$, $F (1, 203) = 2.73$, $p<0.10$) Not supported. Relational transparency ($\Delta R^2 = 0.03$, $F (1, 203) = 6.10$, $p<0.01$) Supported Balanced processing ($\Delta R2 = 0.03$, $F (1, 203) = 7.41$, $p<0.01$) Supported Internal moral perspective – OC ($\Delta R^2 = 0.03$, $F (1, 203) = 7.34$, $p<0.01$) Supported

2.	Gatling, A., Kang, H. J. A. and Kim, J. S. (2016)	The effects of authentic leadership and organizational commitment on turnover intention	USA	Supported ($\beta = 0.26$, p<0.05)
3.	Oh, J. and Oh, S. (2017)	Authentic leadership and turnover intention: does organizational size matter?	South Korea	Positively relates to affective commitment ($\beta = 0.23$, p<0.01)
4.	Nasab, A. H. and Afshari, L. (2019)	Authentic leadership and employee performance: mediating role of organizational commitment	Iran	Positively related with significant effect size of 0.623 (t = 11.206) confirming
5.	Kiersch, C. E. and Byrne, Z. S. (2015)	Is Being Authentic Being Fair? Multilevel Examination of Authentic Leadership, Justice, and Employee Outcomes	USA	Positively related to affective commitment (b = 0.55, p <.01)
6.	Ling, Q., Liu, F. and Wu, X. (2017)	Servant Versus Authentic Leadership: Assessing Effectiveness in China's Hospitality Industry	China	In-significant relationship between authentic leadership and employee's q organisational commitment ($\gamma = 0.05$, p >.1)
7.	Peus, C. et al. (2011)	Authentic Leadership: An Empirical Test of Its Antecedents, Consequences, and Mediating Mechanisms	Germany	Positive effect of authentic leadership on organisational commitment is confirmed (p<.05)
8.	Rego, P., Lopes, M. P. and Nascimento, J. L. (2016)	Authentic leadership and organizational commitment: The mediating role of positive psychological capital	Portugal	Authentic leadership is positively related to organisational commitment
9.	Wu, W. Y. and Nguyen, K. V. H. (2019)	The antecedents and consequences of psychological capital: a meta-analytic approach	meta-analytic approach using 105 primary studies	Authentic leadership is positively related organisational commitment (r = 0.370)

Note. Organisational Commitment = OC

Based on the arguments put forth in the preceding paragraphs and the fact that direct relationship between authentic leadership and organisational commitment is extensively studied (refer to Table 2.20) it is hypothesised that:

Hypothesis 1: Authentic leadership positively relates to organisational commitment.

2.8.2. Ethical leadership and Organisational Commitment

Past research establishes that ethical leadership positively associates with several outcomes. Zhang *et al.* (2019) in their meta-analytic review found that ethical leadership positively relates to organisational citizenship behaviour and employee interactional justice. Based on the data collected from the employees of the chamber of commerce and industry in Turkey, Özsungur (2019) observed that ethical leadership positively relates to work engagement, intrapreneurship,

employee service innovation behaviour, and development of new services. In a study conducted in China, Asif *et al.* (2019) found that ethical leadership positively relates to affective commitment, work engagement, and employee's creativity. In a study conducted among the employees of high technology enterprises in China, Tu, Lu and Yu (2017) learned that ethical leadership positively relates to employee job satisfaction, moral awareness, and moral identity. Tourigny *et al.* (2019) in another study conducted in China found that ethical leadership positively relates to corporate social responsibility.

Many researchers have studied the relationship between ethical leadership and organisational commitment. Kalshoven, Den Hartog and De Hoogh (2011) while developing Ethical Leadership at Work (ELW) questionnaire noted that open communication and altruistic behaviours exhibited by ethical leaders increases employee commitment. Employees develop satisfaction and start trusting their leaders once they care for them. In their empirical study, they found that ethical leadership positively relates to perceived leader effectiveness, satisfaction with the leader, team commitment, organisational commitment, and trust. They found ethical leadership negatively relates to cynicism. Neubert *et al.* (2009) to identify the process through which ethical leaders influence their followers draws on the definition of ethical leadership, that is that ethical leaders as a person and while interacting with others display morally correct behaviour. While interacting with the followers they promote such behaviour by their decisions and through rewards and punishments (Brown, Treviño and Harrison, 2005). Neubert et al. (2009) note that ethical leaders influence their followers through role modelling and relational attachment. They noted that in an organisational setting, status and authority enjoyed by a manager place him/her in a helpful position as a role model. Ethical leaders exhibit loving behaviour and have the best interests of the employees in mind (Brown, Treviño and Harrison, 2005). They listen to the subordinates, are fair in their decisions, and enforce ethical standards. Through these behaviours, the ethical leader creates an ethical climate in an organisation through social contagion processes. Cullen, Parboteeah, and Victor (2003) noted that ethical climate exemplified by disquiet for others and their needs would induce organisational commitment among employees. Wang and Xu (2019) observed that ethical leaders by owning and assigning purpose to the job, augment its meaningfulness. That leads to job satisfaction and organisational commitment. The interactive pattern of engagement with the employees, extending favours in the shape of caring behaviours and reinforcement of ethical behaviour through reward and punishment reflects on the social and

economic exchange between the leader and the followers. Subscribing to this notion, Bedi, Alpaslan, and Green (2016) noted that ethical leaders maintain a quality exchange relationship with their followers through positive behaviours (Brown and Treviño, 2006). Mahsud, Prussia, and Yukl (2010) said that when an ethical leader treats his / her followers fairly, guides and rewards them, the followers reciprocate by being respectful, loyal and committed. Hansen *et al.* (2013) noted that ethical leaders earn long term trust of the stakeholders by maintaining high-quality ethical standards and by working for long term success of the organisation. Followers emulate their leader, in doing so, they also develop commitment towards the organisation. Previous studies substantiate the relationship between ethical leadership and commitment (e.g. Brown and Treviño, 2006; Hansen *et al.,* 2013; Aryati *et al.*, 2018).

To comprehensively study the relationship between ethical leadership and organisational commitment a thorough literature review is conducted. For the purpose, data from Web of Science (43 articles), Scopus (38 articles), and Emerald (5 articles) is mined. The data is drawn using search term "Ethical AND Leadership AND Organisational AND Commitment" in title, abstract, and author keywords. The research is further refined by restricting it to articles published in English in the discipline of "Business, Management and Accounting" with "Ethical Leadership and Organisational Commitment" in author keywords. Out of the 86 article, 15 articles were found to be duplicates. After carefully examining remaining 71 articles, 38 articles were rejected on different accounts e.g. retracted, qualitative studies, and for having variables not of interest. A total of 33 articles meet the criteria. Table 2.21 presents few articles, wherein, direct relationship between ethical leadership and organisational commitment is studied.

Table 2.21: **Ethical Leadership and Organisational commitment**

	Authors	**Title**	**Country**	**Findings**
1.	Abuzaid, A. N. (2018)	The relationship between ethical leadership and organizational commitment in banking sector of Jordan	Jordan	EL → AC, Confidence range (0.366, 0.464), Supported EL → CC, Confidence range (−0.213, 0.149), Not Supported EL → NC, Confidence range (0.201, 0.282), Supported
2.	Addai, P. et al. (2019)	Ethical leadership and productive work attitudes among micro financial institutions in Ghana: Moderating role of organizational climate	Ghana	EL → OC, (Change in R^2 = 0.276, F=10.720, p< 0.01), Supported
3.	Aryati, A. S. et al. (2018)	The influence of ethical leadership to deviant workplace behavior mediated by ethical climate and organizational commitment	Indonesia (Malang Regency Government)	EL → OC, (Estimate = 0.168, c-value = 1.62 < 1.96) Rejected
4.	Constandt, B.,	Coach ethical leadership in soccer	Belgium	EC → AC, (β = 0.71, p < .01) Supported

	De Waegeneer, E. and Willem, A. (2018)	clubs: An analysis of its influence on ethical behavior		
5.	Sait Dinc, M. (2018)	Direct and indirect effect of ethical leadership on employee behaviours in higher education	Bosnia and Herzegovina	EL → NC, (t-value = 11.43, p < 0.001) Supported EL → AC, (t-value = 2.52, p < 0.012) Supported
6.	Evans, W. R., Allen, R. S. and Clayton, R. W. (2016)	Ethical Leadership: Not Everyone Responds Equally	USA	EL → OC, (β = .60, p < .01) Supported
7	Neves, P. and Story, J. (2015)	Ethical Leadership and Reputation: Combined Indirect Effects on Organizational Deviance	UK	EL → AC, (β = 0.58, p < 0.01) Supported
8.	Hansen, S. D. et al. (2013)	Ethical Leadership: Assessing the Value of a Multifoci Social Exchange Perspective	USA	EL → OC, (Correlations = .60, p < .001) Supported
9.	Kalshoven, K., Den Hartog, D. N. and De Hoogh, A. H. B. (2011)	Ethical leadership at work questionnaire (ELW): Development and validation of a multidimensional measure	USA	EL → OC, (ranging from r = .15 to r = .32) Supported
10.	Kim, W. G. and Brymer, R. a. (2011)	The effects of ethical leadership on manager job satisfaction, commitment, behavioral outcomes, and firm performance	USA	EL → OC, (γ^2 = .11, p < 0.05) Supported

Note. Ethical Leadership = EL, Organisational Commitment = OC, Affective Commitment = AC, Normative Commitment = NC, Continuance Commitment = CC

Based on the discussion in the preceding paragraphs and evidence of direct relationship between ethical leadership and organizational commitment given in Table 2.21 it is hypothesised that:

Hypothesis 2: Ethical leadership positively relates to organisational commitment.

2.8.3. Servant leadership and Organisational Commitment

Past research shows that savant leadership positively relates to several outcomes. In a study conducted in the USA, Sokoll (2014) found that servant leadership positively relates to the employee commitment to the supervisor. In another study in Indonesia, Senjaya *et al.* (2010) observed that servant leadership positively associates with trust in the leader. Kool and Dierendonck (2012) in study conduct among the employees of the reintegration company in the Netherland found that servant leadership positively relates to informational and interpersonal justice. In a study for which the data collected from the retail organisations in the USA, Hunter *et al.* (2013) in a study conducted in the retail sector of USA found that servant leadership positively and significantly relates to the follower helping behaviour and negatively relates to follower turnover intention and disengagement. In service sector of Pakistan, Choudhary, Akhtar, and

Zaheer (2013) noticed that servant leadership positively relates to organisational learning and organisational learning positively relates to organisational performance.

There are several studies that show that servant leadership positively relates to organisational commitment (e.g. Goh and Zhen-jie, 2014; Harwiki, 2016; Türkmen and Gül, 2017; Irving and Berndt, 2017; Allen *et al.*, 2018; Jang and Kandampully, 2018, etc.). Many of these studies rely on social exchange theory to explain the mechanism through which servant leaders influence their followers (e.g. Liden *et al.*, 2008; Overstreet *et al.*, 2014; Jang and Kandampully, 2018; Allen *et al.*, 2018, etc.). The basic argument that underscores the relationship between servant leadership and the organisational commitment is that servant leaders have a natural inclination to serve first. They give precedence to the needs of their followers over their own personal needs (Greenleaf, 1970). Servant leadership style is characterised by much positivity for employees, e.g. employee well-being (van Dierendonck and Nuijten, 2011), employee growth (Schwepker and Schultz, 2015), helping followers to achieve success (Greenleaf 1977; Schwepker and Schultz, 2015). Liden *et al.*, (2008) identified "helping subordinates grow and succeed," as a dimension of servant leadership. When servant leaders exhibit behaviours aimed at the welfare and progress of employees, it creates an environment where subordinates feel obliged and are inclined to return favours (Walumbwa et al., 2010). The respect and favours extended by the leader, and the reciprocity exhibited by the subordinates start an intense social exchange process. To return the favour, followers perform their jobs more diligently (Newman et al., 2015) and identify themselves with the leader and the organisation. They consider the leader a representative of the organisation (Miao *et al.*, 2014), therefore, reciprocity by the employees will also engender organisational commitment. Several researchers support this notion (e.g. Liden *et al.*, 2008; Irving and Berndt, 2017; Ling, Liu and Wu, 2017; Jang and Kandampully, 2018).

To study the effect of servant leadership on organizational commitment a comprehensive literature review is conducted. For the literature review Web of Science, Scopus, Emerald and Springer databases are mined. 163 articles have been drawn using search term "Servant AND Leadership AND Organisational AND Commitment" in title, abstract, and author keywords. The research is further refined by restricting it to articles published in English in the discipline of "Business, Management and Accounting" with "Servant Leadership and Organisational Commitment" in author keywords. Table 2.22 presents few latest articles wherein direct relationship between servant leadership and organisational commitment is studied.

Table 2.22: **Servant Leadership and Organisational Commitment**

	Authors	Title	Country	Findings
1.	Khuwaja, U. et al. (2020)	Leadership and employee attitudes: The mediating role of perception of organizational politics	Pakistan	SL – OC (Regression Coefficient = 0.239, p<0.001) Supported
2.	Aboramadan, M., Dahleez, K. and Hamad, M. H. (2020)	Servant leadership and academics outcomes in higher education: the role of job satisfaction	Palestine	SL – AC (T = 2.521, p = 0.012) Supported.
3.	Dahleez, K. A., Aboramadan, M. and Bansal, A. (2020)	Servant leadership and affective commitment: the role of psychological ownership and person–organization fit	Palestine	SL - AC (β = 0.10, p<0.05) Supported.
4.	Jang, J. and Kandampully, J. (2018)	Reducing Employee Turnover Intention Through Servant Leadership in the Restaurant Context: A Mediation Study of Affective Organizational Commitment	USA	SL - AC (β = 0.471, t = 5.247, p < .01) Supported.
5.	Joo, B. K. (Brian) et al. (2018)	Servant leadership, Commitment, and Participatory Behaviors in Korean Catholic Church	South Korea	SL – OC Result *ns*. Not Supported.
6.	Ling, Q., Liu, F. and Wu, X. (2017)	Servant Versus Authentic Leadership: Assessing Effectiveness in China's Hospitality Industry	China	SL – OC (γ = 0.51, p < .01) Supported.
7.	Nazarian, A. et al. (2020)	'Leaders or organisations?' A comparison study of factors affecting organisational citizenship behaviour in independent hotels	Spain and Iran	SL – OC (Iran: b = 0.434, t = 6.343; Spain: b = 0.180, t =3.661) Supported.
8.	Newman, A. et al. (2018)	Examining the influence of servant and entrepreneurial leadership on the work outcomes of employees in social enterprises	Data collected from Australia, Canada, and the U.K.	SL – AC (β = .47, p < .01) Supported.
9.	Lapointe, É. and Vandenberghe, C. (2015)	Examination of the Relationships Between Servant Leadership, Organizational Commitment, and Voice and Antisocial Behaviors	Canada	SL - AC (γ = 0.18, p < .001), NC (γ = 0.24, p < .001), and Perceived Sacrifice Commitment (γ = 0.13, p < .05). Supported.
10.	Mccallaghan, S., Jackson, L. and Heyns, M. (2020)	The indirect effect of servant leadership on employee attitudes through diversity climate in selected South African organisations	South Africa	Estimate 0.22, p < 0.05. Supported.

Note. Servant Leadership = SL, Organisational Commitment = OC, Affective Commitment = AC, Normative Commitment = NC, Continuance Commitment = CC

Based on the arguments put forth in the preceding paragraphs and the fact that direct relationship between servant leadership and organisational commitment is extensively studied (refer to Table

2.22) it is hypothesised that:

Hypothesis 3: Servant leadership positively relates to organisational commitment.

2.8.4. **Employee Engagement as Mediator between Authentic leadership and Organisational Commitment**

The literature provides evidence of direct relationship between authentic leadership, organisational commitment, and employee engagement. Gatling, Kang, and Kim (2016) based on the study for which they collected data from the students working in the hospitality industry in the USA found that authentic leadership positively relates to organisational commitment. In a study conducted in Nigeria, Emuwa and Fields (2017) observed that authentic leadership positively relates to organisational commitment. In China, Ling, Liu, and Wu (2017) noted that authentic leadership positively relates to organisational commitment. A comprehensive literature review discussed in para 2.7.1. (refer to Table 2.20) authenticates direct relationship between authentic leadership and organizational commitment.

Walumbwa *et al.* (2010), Hassan and Ahmed (2011), Chaudhary and Panda (2018) and others observed that authentic leadership positively relates to employee engagement. However, Mehmood, Nawab, and Hamstra (2016) reported a weak relationship, whereas Jiang and Men (2017) reported an insignificant relationship between authentic leadership and employee engagement. To study the relationship between authentic leadership and employee engagement a comprehensive literature review is undertaken. For the purpose of the literature review dater is extracted from Web of Science (57 articles), Scopus (30 articles), and Emerald (22 articles), databases. To draw the data search term 'authentic AND leadership AND engagement' in title, abstract and author keywords is used. Out of 109 articles one article is retracted and 24 articles are found to be duplicate. 84 articles are scanned thoroughly. 50 articles are rejected for not having variables of interest, and for being qualitative and conceptual studies. Based on 34 selected articles few articles are cited at Table 2.23 to establish direct relationship between authentic leadership and employee engagement. In the studies conducted in Indonesia (Wirawan, Jufri and Saman, 2020), China (Ling, Liu and Wu, 2017), and USA (Jiang and Luo, 2018) authentic leadership is found to have insignificant relationship with work/employee engagement.

Table 2.23: **Authentic Leadership and Engagement**

	Authors	Title	Country	Findings
1.	Wirawan, H., Jufri, M. and Saman, A. (2020)	The effect of authentic leadership and psychological capital on work engagement: the mediating role of job satisfaction	Indonesia	AL → WE (β = 0.03, SE = 0.08, CR = 0.35) Not Supported.
2.	Kaya, B. and Karatepe, O. M. (2020)	Does servant leadership better explain work engagement, career satisfaction and adaptive performance than authentic leadership?	Turkey	AL → WE (β = 0.32, t = 3.58) Supported
3.	Chaudhary, R. and Panda, C. (2018)	Authentic leadership and creativity: The intervening role of psychological meaningfulness, safety and work engagement	India	AL → WE (β = 0.4268, p < 0.001) Supported
4.	Azanza, G. et al. (2018)	Influencing salespeople's work outcomes through authentic leadership	Spain	AL → WE (β = 0.17, p < 0.01) Supported
5.	Kulophas, D. et al. (2018)	Exploring the effects of authentic leadership on academic optimism and teacher engagement in Thailand	Thailand	AL → WE (β = 0.19, p < 0.01) Supported
6.	Ling, Q., Liu, F. and Wu, X. (2017)	Servant Versus Authentic Leadership: Assessing Effectiveness in China's Hospitality Industry	China	AL → WE (γ2 = 0.07, p > .1) Not Supported (Model 1)
7.	Liu, Y. et al. (2018)	Linking authentic leadership to subordinate behaviors	USA	AL → JE (r = 0.46, p > 0.01) Supported
8.	Malik, M. F. and Khan, M. A. (2019)	"Tracking Engagement through Leader" Authentic Leadership's Consequences on Followers' Attitudes: A Sequential Mediated Mode	Pakistan	AL → EE (β = 0.39, p < 0.001) Supported
9.	Weiss, M. et al. (2018)	Authentic leadership and leaders' mental well-being: An experience sampling study	Germany	AL → WE (γ = 0.47, p < 0.01) Supported
10.	Jiang, H. and Luo, Y. (2018)	Crafting employee trust: from authenticity, transparency to engagement	USA	AL → EE (β = 0.04, (ns)) Not Supported

Note: Authentic Leadership = AL, Work engagement = WE, Standard Error = SE, Critical Ratio = CR, Job Engagement = JE, Employee Engagement = EE

Several researchers report a positive and significant relationship between employee engagement

and organisational commitment. Gantasala and Padmakumar (2011) based on two different samples collected in Jordan observed that employee engagement positively relates to organisational commitment. Hanaysha (2016) in a study of the university employees in Malaysia established that employee engagement positively relates to organisational commitment. In a study conducted among the employees of SMEs in Indonesia, Sugandini *et al.* (2018) found that employee engagement positively relates to organisational commitment. Albdour and Altarawneh (2014) uncovered that high job engagement will cause a high level of affective and normative commitment. Similarly, a study by Hanaysha (2016) further confirmed that employee engagement was a powerful predictor of organisational commitment.

Past studies revealed that employee engagement has a mediator between several human resource practices or outcomes. A study by Yalabik *et al.* (2013) found that work engagement mediates the relationships from an affective commitment to job performance and intention to quit. Menguc *et al.* (2013) reported full mediation by employee engagement in a relationship between supervisory feedback and service employee performance. To further study the relationship between engagement to include work/job/employee engagement and organisational commitment a comprehensive literature review is undertaken. Web of Science, Scopus and Emerald databases are searched using term (employee OR work OR job AND engagement AND organizational AND commitment) in title, abstract and author keywords in Scopus database and term (engagement AND organizational AND commitment) in title, abstract and author keywords in Web of Science, and Emerald databases. The search is refined by limiting it to articles published in English in the discipline of 'business, management and accounting' with 'engagement and organizational commitment' in author keywords. 188 articles are identified (Scopus 88 articles, Web of Science 54 articles, and Emerald 46 articles) out of which 23 articles are duplicates. Remaining articles are scanned thoroughly. After discarding qualitative and conceptual studies and articles having irrelevant variables 56 articles are selected. To establish direct relationship between employee engagement and organizational commitment few articles are cited in Table 2.24.

Table 2.24: **Engagement and Organisational Commitment**

	Authors	Title	Country	Findings
1.	Ibrahim, M. and Al Falasi, S. (2014)	Employee loyalty and engagement in UAE public sector	United Arab Emirates	EE → AC (β = 0.720, p < 0.001) Supported.
2.	Adi, A. N. and Fithriana, N. (2020)	How the workplace spirituality influences work engagement through	Indonesia	OC → WE (β = 0.259, p < 0.001) Supported.

		organizational commitment: Evidence from banking industry		
3.	Tan, J. B. and Gempes, G. P. (2020)	A mixed methods study of the causal model on organizational commitment among certified public accountants	Philippines	WE → OC (β = 0. 687, p < 0.001) Supported.
4.	Gantasala, P. V. and Padmakumar, R. (2011)	Transformational Leadership, Perceived Organizational Support, and Employee Engagement as Predictors of Job Satisfaction and Organizational Commitment	Jordan	EE → OC (r = .20, p < .05) Supported.
5.	Gupta, M. and Sayeed, O. (2016)	Social responsibility and commitment in management institutes: Mediation by engagement	India	EE → OC (r = .91, p < .01) Supported.
6.	Lee, J. (Jay) and Ok, C. M. (2016)	Hotel Employee Work Engagement and Its Consequences	USA	EE → OC (β = .35, t = 5.35, p < 0.001) Supported.
7.	Putri, W. H. and Setianan, A. R. (2019)	Job enrichment, organizational commitment, and intention to quit: the mediating role of employee engagement	Indonesia	EE → OC (β = .482, p < 0.001) Supported.
8.	Sugandini, D. et al. (2018)	Employee engagement in entrepreneurship management: SMEs cases	Indonesia	EE → OC (β = 0.435, p < 0.05) Supported.
9.	Albdour, A. A. and Altarawneh, I. I. (2014)	Employee engagement and organizational commitment: Evidence from Jordan	Jordan	JE → AC (β = 0.290, p < .01) Supported. JE → CC (β = -0.162, p < .05) Supported. JE → NC (β = 0.221, p < .01) Supported.
10.	Zhang, X. et al. (2018)	How social media usage affects employees' job satisfaction and turnover intention: An empirical study in China	China	JE → OC (β=0.074, t =1.139, p > 0.05) Not Supported.

Note: Affective Commitment = AC, Continuance Commitment = CC, Normative Commitment = NC, Job Engagement = JE, Employee Engagement = EE, Organizational Commitment = OC, Work Engagement = WE

Based on the discussion in the preceding paragraphs and the evidence that they have used employee

engagement as mediator between several other human resource outcomes. It considered that employee engagement will mediate the relationship between authentic leadership and organisational commitment. Based on the above arguments, I hypothesise that:

Hypothesis 4: Employee engagement mediates the relationship between authentic leadership and organisational commitment.

2.8.5. Employee Engagement as Mediator between Ethical leadership and Organisational Commitment

Past research establishes a direct relationship between ethical leadership and organisational commitment. In a study conducted in the Netherlands, Kalshoven, Den Hartog and De Hoogh (2011) found that ethical leadership positively relates to organisational commitment. Haller, Fischer, and Frey (2018) in a study conducted in Germany found that ethical leadership positively associates with organisational commitment. Hansen *et al.* (2013) conducted a similar study in the USA and found that ethical leadership positively and significantly relates with organisational commitment. The relationship between ethical leadership and organisational commitment is discussed at length in paragraph number 2.7.2. Also refer to Table 2.21.

Ethical leadership positively relates to employee engagement. Haller, Fischer, and Frey (2018) found that ethical leadership positively correlates with engagement. Engelbrecht, Heine, and Mahembe (2017) in a study conducted in South Africa found that ethical leadership positively relates to work engagement. Asif *et al.* (2019) in a study conducted in China, observed that ethical leadership relates to work engagement. To comprehensively study the relationship between ethical leadership and engagement to include employee engagement, work engagement and jobs engagement a thorough literature review is conducted. For the purpose, data from Web of Science (67 articles), Scopus (28 articles), and Emerald (15 articles) is mined. I draw the data using search term "Ethical AND Leadership AND Employee OR Work OR Job AND Engagement" in title, abstract, and author keywords. The research is further refined by restricting it to articles published in English in the discipline of "Business, Management and Accounting" with "Ethical Leadership and Engagement" in author keywords. Out of the 110 articles, I find 22 articles to be duplicates. After carefully examining remaining 88 articles, 65 articles are rejected on different accounts e.g. retracted, qualitative studies, and for having variables not of interest. 23 articles meet the criteria.

Table 2.25 presents few articles, wherein, a direct relationship between ethical leadership and employee engagement is studied.

Table 2.25: **Ethical Leadership and Engagement**

	Authors	Title	Country	Findings
1.	Sarwar, H. et al. (2020)	Ethical leadership, work engagement, employees' well-being, and performance: a cross-cultural comparison	Pakistan and Italy	EL → WE, (β = 0.389, p < 0.001) Supported.
2.	Zappalà, S. and Toscano, F. (2020)	The Ethical Leadership Scale (ELS): Italian adaptation and exploration of the nomological network in a health care setting	Italy	EL → WE, (r = .51, p < 0.001) Supported.
3.	Lee, C. J. and Huang, S. Y. B. (2019)	Double-edged effects of ethical leadership in the development of Greater China salespeople's emotional exhaustion and long-term customer relationships	Taiwan	EL → WE, (β = 0.26, p < 0.01) Supported.
4.	Ahmad, I. and Gao, Y. (2018)	Ethical leadership and work engagement: The roles of psychological empowerment and power distance orientation	Pakistan	EL → WE, (β = 0.36, p < 0.001) Supported.
5.	Yang, J. F., Feng, C. C. and Feng, P. H. (2020)	Linking ethical leadership to work engagement: The effects of person–group fit and person–job fit	Taiwan	EL → WE, (β = 0.435, p < 0.001) Supported.
6.	Engelbrecht, A. S., Heine, G. and Mahembe, B. (2017)	Integrity, ethical leadership, trust and work engagement	South Africa	EL → WE, (t = 2.27, p < 0.05) Supported.
7.	Lin, C. P. and Liu, M. L. (2017)	Examining the effects of corporate social responsibility and ethical leadership on turnover intention	Taiwan	EL → WE, (β = 0.31, p < 0.05) Supported.

Note. Ethical Leadership = EL, Work Engagement = WE.

It is established that engagement is positively related to organisational commitment (e.g. Gantasala and Padmakumar, 2011; Hanaysha, 2016; Sugandini *et al.,* 2018). In addition, Sergio and Rylova (2018) in a study of Volkswagen Group reported that employee engagement creates organisational commitment among the employees. Ahuja and Gupta (2019) in a study conducted among the faculty members of higher education institutions in India, found a positive association between work engagement and organisational commitment. The relationship between engagement and organisational commitment is discussed at length in paragraph number 2.7.4. Also refer to Table 2.24.

Employee engagement has been used as a mediator with ethical leadership. For instance, in a study conducted by Cheng *et al.* (2014) in northern Taiwan, they used work engagement as a mediator and found that it mediates the relationship between ethical leadership and employee voice

behaviour. Özsungur (2019) found that work engagement partially mediates the relationship between ethical leadership and service innovation performance, intrapreneurship, employee service innovation behaviour and the development of new services. Kloutsiniotis and Mihail (2017) found that employee engagement mediates the relationship between high-performance work systems and affective commitment. Karatepe (2013) found that work engagement mediates the relationship between perceptions of organisational politics and affective organisational commitment. As employee engagement is used as mediator between several other human resource variables, it is believed that employee engagement will mediate the relationship between ethical leadership and organisational commitment. Based on previous research and these arguments, it is hypothesised that:

Hypothesis 5: Employee engagement mediates the relationship between ethical leadership and organisational commitment.

2.8.6. Employee Engagement as a Mediator between Servant leadership and Organisational Commitment

Previous research shows that servant leadership relates to organisational commitment. Cerit (2010) conducted a research in Düzce, a city in Turkey, and found that servant leadership positively relates to organisational commitment. In a study conducted based on the input from the employees of women cooperatives in East Java, Indonesia, Harwiki (2016) observed that servant leadership positively relates to organisational commitment. In a similar study, Miao *et al.* (2014) observed a strong relationship between servant leadership and organisational commitment in China. The relationship between servant leadership and organisational commitment is established based on a comprehensive literature review discussed in paragraph number 2.7.3. Also, refer to Table 2.22. Servant leadership positively associates with employee engagement. Several researchers have studied the relationship e.g. Carter and Baghurst (2013) in a qualitative study conducted in Dallas, north Texas found that servant leadership positively relates to employee engagement. Bao, Li, and Zhao (2018) in a research conducted in China observed that servant leadership positively relates to work engagement. Van Dierendonck *et al.* (2014) reported similar results. To study the effect of servant leadership on engagement (employee engagement/work engagement/job engagement) a comprehensive literature review is conducted. For the literature review, Web of Science, Scopus,

and Emerald databases are mined. 62 articles have been drawn using the search term "Servant AND Leadership AND Organisational AND Employee OR Work OR Job AND Engagement" in the title, abstract, and author keywords. The research is further refined by restricting it to articles published in English in the discipline of "Business, Management and Accounting" with "Servant Leadership and engagement" in author keywords. Table 2.26 presents a few latest articles, wherein, the direct relationship between servant leadership and engagement is studied.

Table 2.26: **Servant Leadership and Engagement**

	Authors	**Title**	**Country**	**Findings**
1.	Shim, D. C. et al. (2020)	Street-Level Bureaucrats' Work Engagement: Can Public Managers' Servant-Leader Orientation Make a Difference?	Korea	SL – WE (γ = 0. 03, p = n.s.) Not Supported
2.	Kaya, B. and Karatepe, O. M. (2020)	Does servant leadership better explain work engagement, career satisfaction and adaptive performance than authentic leadership?	Turkey	SL – WE (β = 0.45, t = 4.88) Supported.
3.	Aboramadan, M., Dahleez, K. and Hamad, M. H. (2020)	Servant leadership and academics outcomes in higher education: the role of job satisfaction	Palestine	SL - WE (γ = 0.415, p < 0.01) Supported.
4.	Bao, Y., Li, C. and Zhao, H. (2018)	Servant leadership and engagement: a dual mediation model	USA	SL - WE (β = 0.30, p < 0.001) Supported.
5.	Ahmad, I. and Gao, Y. (2018)	Ethical leadership and work engagement: The roles of psychological empowerment and power distance orientation	Pakistan	SL - WE (β = 0.36, p < 0.001) Supported.
6.	Yang, J. F., Feng, C. C. and Feng, P. H. (2020)	Linking ethical leadership to work engagement: The effects of person–group fit and person–job fit	Taiwan	SL - WE (β = 0.435, p < 0.001) Supported
7.	Engelbrecht, A. S., Heine, G. and Mahembe, B. (2017)	Integrity, ethical leadership, trust and work engagement	South Africa	SL - WE (t = 2.27, p < 0.05) Supported
8.	Lee, C. J. and Huang, S. Y. B. (2019)	Double-edged effects of ethical leadership in the development of Greater China salespeople's emotional exhaustion and long-term customer relationships	Greater China	SL - WE (β = 0.26, p < 0.01) Supported
9.	Lin, C. P. and Liu, M. L. (2017)	Examining the effects of corporate social responsibility and ethical leadership on turnover intention	Taiwan	SL - WE (β = 0.31, p < 0.05) Supported

Note. Servant Leadership = SL, Work Engagement = WE.

Hakanen, Schaufeli, and Ahola (2008) noticed that work engagement positively relates to organisational commitment. Hanaysha (2016) observed similar results. Based on the data collected

from service sector organisations in India, Jena, Bhattacharyya, and Pradhan (2017) found that employee engagement positively relates to affective organisational commitment. Karatepe *et al.* (2014) collected data from the employees of five-star hotels in Northern Cyprus to test the relationship between challenge stressors, work engagement, affective organisational commitment, and job performance. Besides other results, they found that work engagement has a positive and significant relationship with affective organisational commitment. In this connection a comprehensive literature review is conducted (refer to paragraph 2.7.4. and Table 2.24). That establishes relationship between engagement and organisational commitment.

Engagement is used as a mediator in several studies. Basit (2019) while studying the employees of hosiery manufacturing units in Punjab, Pakistan found that job engagement mediates the relationship between respectful engagement, task performance, and affective organisational commitment. Garg (2017) in a study of manufacturing and service companies in the National Capital Region (NCR), India, reported that employee engagement mediates the relationship between workplace spirituality and organisational performance. Sendjaya *et al.* (2017) used employee engagement as a mediator between servant leadership and workplace deviant behaviour and found that employee engagement partially mediates the relationship.

Preceding paragraphs establish relationship between servant leadership and organisational commitment, between servant leadership and engagement and between engagement and organisational commitment. Based on these relationships and previous research it is hypothesised that:

Hypothesis 6: Employee engagement mediates the relationship between servant leadership and organisational commitment.

2.8.7. **Perceived Supervisor Support as Moderator between Authentic leadership and Organisational Commitment**

Perceived supervisor support is employee perception *"concerning the degree to which supervisors' value their contributions and care about their well-being"* (Eisenberger et al., 2002, p. 565). It refers to employee belief that the supervisor takes care of their interests. When employees are respected and taken seriously, their attachment with the supervisor and the organisation increases. The support extended by the supervisor creates an emotional bond between them, wherein the

employees reciprocate by staying in the organisation (Eisenberger et al., 2002). Supervisors represent the organisation (Haggard and Park, 2018), therefore, positive affection for the supervisor also translates into organisational commitment. This notion is substantiated by the fact that perceived supervisor support positively relates to organisational commitment (Neves, 2011; Vandenberghe et al., 2019). To study the relationship between perceived supervisor support and organisational commitment, a comprehensive literature review is undertaken. For the purpose of the literature review data is extracted from Web of Science (59 articles), Scopus (32 articles), and Emerald (8 articles), databases. To draw the data, search term 'perceived AND supervisor AND support AND organisational AND commitment' in title, abstract and author keywords is used. Out of 99 articles, 10 articles are found to be duplicate. 89 articles are scanned thoroughly. 62 articles are rejected for not having variables of interest, and for being qualitative and conceptual studies. Out of 27 selected articles, few articles are cited at Table 2.27 to establish the nature of relationship between perceived supervisor support and organisational commitment.

Table 2.27: **Perceived Supervisor Support and Organisational Commitment**

	Authors	Title	Country	Findings
1.	Adair Erickson, R. and Roloff, M. E. (2008)	Here today, but what about tomorrow? Increasing organizational commitment after downsizing through customer service orientation and equity'	USA	PSS used as **Moderator** along with POS between customer service orientation and OC. Direct relation ($\beta = 0.13$, p < 0.001). The effect of PSS was marginal vis-à-vis POS because the effect of CSO was compensated by high POS when PSS was low.
2.	Erickson, R. A. and Roloff, M. E. (2007)	Reducing attrition after downsizing: Analyzing the effects of organizational support, supervisor support, and gender on organizational commitment	USA	PSS → POS → OC Effect of PSS on OC was stronger when POS was low.
3.	Aisbett, L. and Hoye, R. (2015)	Human resource management practices to support sport event volunteers	Australia	PSS → OC ($\beta = 0.301$, p < 0.01).
4.	Bashir, N. and Long, C. S. (2015)	The relationship between training and organizational commitment among academicians in Malaysia	Malaysia	PSS → AC ($\gamma = 0.174$, p < 0.01). PSS → CC ($\gamma = -0.140$, *ns*). PSS → NC ($\gamma = 0.270$, p < 0.05).
5.	Nazir, S. et al. (2016)	Influence of organizational rewards on	China	PSS → AC ($\beta = 0.263$, p < 0.001).

				PSS → NC (β = 0.404, p < 0.001).
6.	Rawashdeh, A. M. and Tamimi, S. A. (2019)	The impact of employee perceptions of training on organizational commitment and turnover intention: An empirical study of nurses in Jordanian hospitals	Jordan	PSS → OC (β = 0.462, p < 0.035).
7.	Vandenberghe, C. et al. (2019)	Time-based differences in the effects of positive and negative affectivity on perceived supervisor support and organizational commitment among newcomers	Canada	At initial stage PSS was positively related OC (β = 0.42, p < 0.001). Decline in PSS was positively related to the decline in OC (β = 0.56, p < 0.001).
8.	Walsh, G. et al. (2015)	The Effect of Job-Related Demands and Resources on Service Employees' Willingness to Report Complaints: Germany Versus China	German and China	PSS → OC (β = 0.498, p < 0.001).
9.	Simosi, M. (2012)	Disentangling organizational support construct: The role of different sources of support to newcomers' training transfer and organizational commitment	Greece	PSS → AC (β = 0.37, p < 0.001). PSS → NC (β = 0.35, p < 0.001).
10.	Newman, A., Thanacoody, R. and Hui, W. (2011)	The impact of employee perceptions of training on organizational commitment and turnover intentions: A study of multinationals in the Chinese service sector	China	PSS → AC (β = 0.24, p < 0.001). PSS → CC (*ns*).

Note: Affective Commitment = AC, Continuance Commitment = CC, Normative Commitment = NC, Organizational Commitment = OC, Perceived Supervisor Support = PSS, Perceived Organisational Support = POS

Perceived supervisor support is used as a moderator in several studies. In a study conducted in Taiwan, Hsu (2011) found that perceived supervisor support moderates the relationship between work-family conflict and job satisfaction. Kim, Hon, and Lee (2010) in a study conducted in South Korea observed that perceived supervisor support moderates the relationship between proactive

employees and creativity. Cho *et al.* (2019) conducted a qualitative study to examine how women leaders in multinational corporations operating in South Korea overcome career challenges and rise to the position of CEO. They found that supervisor support, especially in the initial years, played a critical role.

An empirical examination of the effect of authentic leadership on perceived supervisor support is almost non-existing in the literature. To study the relationship between authentic leadership and perceived supervisor support reputed databases i.e. Web of Science, Scopus, and Emerald are mined using 'authentic AND leadership AND perceived AND supervisor AND support' in title, abstract and author keywords. A limited number of articles appeared, i.e. Web of Science (5 articles), Scopus (4 articles), and Emerald (1 articles). Arici (2018) conducted a study among the employees of five-star hotels in Antalya and observed that perceived supervisor support negatively relates to employee turnover intention and authentic leadership moderates the relationship between perceived supervisor support and turnover intention. Penger and Èerne (2014) conducted a study among the employees of a manufacturing and processing company in Slovenia. They used perceived supervisor support as a mediator in the relationship between authentic leadership, work engagement, and job satisfaction. Perceived supervisor support fully mediated the relationship between authentic leadership and job satisfaction and partially mediated the relationship between authentic leadership and work engagement.

Shahid and Muchiri (2019) used social exchange theory to explain the mechanism authentic leaders used to influence their followers, i.e. *"emotional contagion."* In this, followers take a cognitive note of positive emotions expressed by an authentic leader through the process of social contagion. Shahid and Muchiri (2019) observed that authentic leaders earn respect and trust of their followers by exhibiting balanced processing of information, integrity, and relational orientation. Employees reciprocate these behaviours by adopting the values of their leader. Authentic leaders influence the supervisor and the employees alike. Supervisors under the influence of an authentic leader would be more supportive to their followers. To reciprocate the favourers, followers exhibit a higher degree of support for the supervisor and the organisational commitment.

As discussed above, perceived supervisor support effects the relationship between leadership style i.e. authentic leadership and organisational commitment. Therefore, based on the previous examples where perceived supervisor support moderated the relationship between different human resource practices, it is held that perceived supervisor support would be moderating the relationship

between authentic leadership and organisational commitment. Based on the above discussion and the previous research, it is hypothesised that:

Hypothesis 7: Perceived supervisor support moderates the relationship between authentic leadership and organisational commitment.

2.8.8. Perceived Supervisor Support as Moderator between Ethical leadership and Organisational Commitment

Ethical leaders show regard for moral values and respect the rights of others. That relates the construct of ethical leadership with trust, integrity, thoughtfulness, and justice (Brown et al., 2005). Ethical leadership positively relates to several organisation centric outcomes e.g. perceived organisational support, organisational citizenship behaviours (individual and organisation) (Tan et al., 2019), organisational identification and organisational commitment (Sharma, Agrawal, & Khandelwal, 2019). Perceived supervisor support is an important job resource (e.g. Albrecht, Breidahl and Marty, 2018; Balwant, Mohammed and Singh, 2019) but negligible effort is put in by the researchers to study the relationship between ethical leadership and perceived supervisor support. For a comprehensive research on the relationship between ethical leadership and perceived supervisor support highly credible databases i.e. Web of Science, Scopus, and Emerald are mined. To draw the data, search term 'ethical AND leadership AND perceived AND supervisor AND support' in title, abstract and author keywords are used. It extracts a limited number of articles from Web of Science (5 articles), Scopus (6 articles), and Emerald (1 articles), databases. Out of 12 articles, I find 3 articles to be duplicates. Remaining 9 articles are studied thoroughly. Only three articles could meet the selection criteria. In the article by Okpozo et al. (2017) direct effect of ethical leadership on perceived supervisor support is studied. They found that ethical leadership is positively and significantly related to perceived supervisor support. They conceptualise the relationship between ethical leadership and perceived supervisor support based on social exchange theory (Blau, 1964). Ethical leaders are characterised by their fairness, role clarity, respect, and support for subordinates and for their concern for the wellbeing of followers. Employees perceive such behaviours as supportive. When employees feel that they are supported by their leader, they reciprocate (Blau, 1964; Cheng et al., 2015). Continues supportive interaction in an interdependent environment fosters high-quality relations based on trust, loyalty, and commitment (Cropanzano

and Mitchell, 2005).

Ferreira (2017) conducted research among the employees of Portuguese companies and found that perceived supervisor support fully mediates the relationship between ethical leadership and job embeddedness. Tu et al. (2019) studied the moderating effect of perceived supervisor support among the employees of Chinese companies in the relationship between ethical leadership and psychological safety climate. They also studied the moderating effect of perceived supervisor support via psychological safety climate in the relationship between ethical leadership and team creativity, average member creativity, and dispersion of member creativity. In both the cases, perceived supervisor support moderated the relationship.

Researchers use perceived supervisor support as a moderator in different studies. Gibson, Grey and Hastings (2009) based on the data collected from eighty-one therapists working in 11 schools in Ireland, found that perceived supervisor support moderates the effect of work demands on personal accomplishment burnout. Nahum-Shani *et al.* (2014) based on the data provided by *'The Defence Manpower Data Centre of the U.S. Department of Defence of U.S. Air Force men and women deployed from October 7, 2001, to September 30, 2004'* (p. 488) reported that perceived supervisor support reduces the effect of supervisor undermining on job strain and health when self-esteem of the employees was high.

Previous researchers also established a positive relationship between perceived supervisor support and organisational commitment. Dawley, Andrews, and Bucklew (2008) based on the data collected from the employees of manufacturing units operating in the USA, established that perceived supervisor support is positively and significantly related to organisational commitment. While studying the direct relationship between perceived supervisor support and organisational commitment Pazy and Ganzach (2009) relied on social exchange theory. They postulate that when favours are extended by an organisation to its employees, they feel obliged to reciprocate. As a result, employees try to perform better at work and feel more committed to the organisation. Employees consider supervisors as representatives of the organisation (Haggard and Park, 2018), therefore, the degree to which employees feel that their supervisors are supportive reflects on their organisational commitment. The direct relationship between perceived supervisor support and organisational commitment is at paragraph number 2.7.7. Also refer to Table 2.27.

As illustrated above, perceived supervisor support effects the relationship between different variables. It is believed that the perceived supervisor support would moderate the relationship

between ethical leadership and organisational commitment. Based on these arguments, I hypothesise that:

Hypothesis 8: Perceived supervisor support moderates the relationship between ethical leadership and organisational commitment.

2.8.9. **Perceived Supervisor Support as Moderator between Servant Leadership and Organisational Commitment**

Servant leaders are committed to serve others (Greenleaf, 1977). The construct of servant leadership is positively related to a number of outcome variables e.g. job satisfaction (Donia et al., 2016), organisational learning (Choudhary, Akhtar, and Zaheer, 2013), career planning, skill development, and networking behaviour (Chughtai, 2019), trust in leader and in the organisation (Washington, Sutton, and Feild, 2006; Sendjaya and Pekerti, 2010); organisational commitment (Han, Kakabadse and Kakabadse, 2010; Miao et al., 2014); trust and mutual respect (Sousa and Dierendonck, 2010); procedural justice (Walumbwa, Hartnell and Oke, 2010), and so on.

Perceived supervisor support highlights the perception of the employee that their supervisor respects them and is concerned about their well-being (Gonzalez-Morales et al., 2018). It positively relates to trust in the supervisor (Akram et al., 2018), job autonomy and job security (Alvi et al., 2014), affective and normative commitment (Bashir and Long, 2015), employee motivation (Caniëls, 2019), climate for innovation (Tafvelin et al., 2019), affective commitment, normative commitment and motivation to learn and develop (Mylona and Mihail, 2019), distributive, procedural and interactional justice (Campbell et al., 2013) and so on.

To study the relationship between servant leadership and perceived supervisor support an effort is made to mine Web of Science, Scopus, and Emerald databases using 'servant AND leadership AND perceived AND supervisor AND support' as search term in title, abstract and author keywords. Very few articles appeared i.e. 1 x article Web of Science, 3 x articles Scopus, and 76 x articles Emerald. Most of the articles failed to meet the selection criteria except Ehrhart (2004). Who tested direct relationship between servant leadership and perceived supervisor support and found that servant leadership explains 4% more variance in perceived supervisor support as compared to leader-member exchange. The relationship between servant leadership and perceived supervisor support can be explained with the help of outcome variables, e.g. trust and procedural

justice. Servant leadership predicts trust (Sendjaya et al., 2017), while perceived supervisor supports also imbues trust among the subordinates (Afzal et al., 2019). Variation in trust on account of supervisory conduct would affect the overall employee trust. Similarly, servant leadership positively related to procedural justice (Winston and Fields, 2015). Procedural justice reflects on fairness in dealing with subordinates (Toor and Ofori, 2009; Sharma, Agrawal and Khandelwal, 2019). Procedural justice is also positively related to perceived supervisor support (Stinglhamber, De Cremer and Mercken, 2006). In this case also variation in procedural justice by the supervisor effects the justice environment. These relationships indicate that it would be prudent to believe that perceived supervisor support would moderate the relationship of servant leadership with outcome variables.

Perceived supervisor support is used as a moderator in a number of studies. Yoerger, Crowe, and Allen (2015) collected data using SurveyMonkey from 297 participants and found that perceived supervisor support moderates the relationship between participation in decision-making and employee engagement. Casper *et al.* (2011) collected data from Brazilian professionals to include managers, directors, consultants, engineers, etc. and observed that perceived supervisor support moderates the relationship between work-family interference and affective and continuance commitment. It also moderates the relationship between family-work interference and affective and continuance commitment.

Social exchange theory (Blau, 1964) is used extensively to study the process through which servant leaders influence their followers (Lemoine, Hartnell and Leroy, 2019). It is noted that social exchange theory is often applied to moral leadership styles as these leaders develop positive relations with their subordinates who reciprocate these relations by exhibiting behaviours valued by their leaders (Lemoine, Hartnell and Leroy, 2019). Servant leaders focus on the wellbeing, development, and empowerment of their followers. They give priority to the interests of their followers, help them grow and succeed in their careers and develop an intimate relationship with them (Liden *et al.*, 2015). These proclivities of servant leaders help them build a strong bond with their followers as postulated by social exchange theory (Blau, 1964).

The relationship between the supervisor and the employees is governed by tangible and intangible rewards, and per se are based on social exchange theory (Afzal *et al.,* 2019). Perceived supervisor support represents the hope of the employees that their supervisor values their contributions and is concerned about their welfare (Eisenberger *et al.*, 2002). The degree of affiliation between

supervisor and employee will determine the depth of emotional attachment an employee has with his supervisor and the organisation (Eisenberger et al., 2002).

As discussed above, researchers have used perceived supervisor support as moderator in several studies. Therefore, it will be prudent to infer that perceived supervisor support will moderate the relationship between servant leadership and organisational commitment. Based on the previous research and the arguments put forth, it is hypothesised that:

Hypothesis 9: Perceived supervisor support moderates the relationship between servant leadership and organisational commitment.

2.9.   **Underpinning Theories**

This study analysis the relationship between authentic, ethical, and servant leadership styles and organisational commitment in IT sector of Pakistan. Employee engagement and perceived supervisor support are espoused into the relationship as mediator and moderator. Scholars used different theories to justify the relationship between the variables depending upon the research setting. However, most of the researchers used social exchange theory and social learning theory to explain the relationship between the variables discussed in this study. The relationship between authentic leadership and organisational commitment is justified using authentic leadership theory (e.g. Meskelis and Whittington, 2020; Chaudhary and Panda, 2018; Al Sahi AL Zaabi, Ahmad and Hossan, 2016; Bamford, Wong and Laschinger, 2013) and social exchange theory (e.g. Kaya and Karatepe, 2020; Jiang and Luo, 2018; Ling, Liu and Wu, 2017; Kiersch and Byrne, 2015; Ahamed, Hassan and Hashim, 2013). The relationship between authentic leadership and employee engagement is explained with the help of authentic leadership theory (e.g. Malik and Khan, 2019; Liu et al., 2018; McDowell, Huang and Caza, 2018; Swain, Cao and Gardner, 2018) and social exchange theory (e.g. Kaya and Karatepe, 2020; Jiang and Luo, 2018; Ling, Liu and Wu, 2017). The relationship between ethical leadership and organisational commitment is explained with the help of social exchange theory (e.g. Lu et al., 2020; Uddin, Mahmood and Fan, 2019; Bizri and Hamieh, 2019; Aktar and Pangil, 2018) and social identity theory (e.g. Lu et al., 2020; Ditlev-Simonsen, 2015; Suh et al., 2011). The relationship between ethical leadership and employee engagement is supported with the help of social learning theory (e.g. Zappalà and Toscano, 2020; Yang, Feng and Feng, 2020; Bormann, 2017; Qin et al., 2014) and social exchange theory (e.g.

Özsungur, 2020; Engelbrecht, Heine and Mahembe, 2017; Chughtai, Byrne and Flood, 2015; Qin et al., 2014). The relationship between servant leadership and organisational commitment is explained with the help of social exchange theory (Aboramadan, Dahleez and Hamad, 2020; Khuwaja et al., 2020; Jang and Kandampully, 2018; Lapointe and Vandenberghe, 2018) and servant leadership theory (Joo et al., 2018; Lapointe and Vandenberghe, 2018; Overstreet et al., 2014; Bobbio, Dierendonck and Manganelli, 2012).

Other than the leadership specific theories the most prominent theories used to study the variables under consideration in this study are social exchange theory and social learning theory. This finding is substantiated by the findings of Lemoine, Hartnell, and Leroy (2019). They found that 67% studies concerning authentic, ethical and servant leadership use social exchange theory, and 62% use social learning theory. Based on the findings of the literature review conducted for this study and the finds of the earlier researchers, this study employees social exchange theory, and social learning theory as underlying theories.

2.9.1. **Social Exchange Theory**

The dominant theory for this study is the Social Exchange Theory (SET) (Blau, 1964). SET postulates that responsibilities and debts are generated between two dependent parties because of series of interactions between them. (Saks, 2006). It is one of the most important theory to understand workplace behaviour (Cropanzano and Mitchell, 2005). SET illustrates that if reciprocity is maintained, it fosters trust, loyalty, and commitment in the relationship (Cropanzano and Mitchell, 2005). It generates mutual obligations through a series of interactions in an interdependent relationship (Blau, 1964). These interactions generate unspecified mutual obligations (Blau, 1964) involving future expectations (Gouldner, 1960). Tse, Huang, & Lam (2013) identified two social exchange mechanisms. The first is "*supervisor-based social exchange mechanism*," which covers dyadic relationship between an employee and his/her supervisor. The second is "*organisation-based social exchange mechanism*" which encompasses emotional attachment of an employee with his/her organisation. These relations sustain if beneficial. Trust is central to this relationship (Musgrove et al., 2014). Blau (1964) maintains that trust is generated through consistent *"discharge of obligations."* Lioukas & Reuer (2015) identified two forms of trust as "institution-based trust" and "affect-based trust." *Institution-based trust* reflects on *norms of reciprocity* and *equity* prevailing in the organisation, while "*affect-based trust*" indicates

emotional *bonds of friendship or kinship*. Schaubroeck, Peng, & Hannah (2013) noted that trust reduces uncertainty in relationships, that improves the quality of social exchanges and hence the working environment.

Social exchange theory (Blau, 1964) is used to explain the mechanism through which authentic, ethical and servant leaders influence their followers. Niu *et al.* (2018) used social exchange theory and social identity theory to study the relationship between authentic leadership and relational identification. Ling, Liu and Wu (2017) used social exchange theory to study the effect of authentic and servant leadership styles on organisational commitment, work engagement, and work performance. Shahid and Muchiri (2019) used social exchange theory along with self-determination theory and broaden-and-build theories to study the effect of authentic leadership on psychological capital, organisational virtuousness, and job performance.

Ahmad (2018) used social exchange and social learning theories to study the effect of ethical leadership on workplace bullying and perceived interactional justice in Australia and Pakistan. Yasir and Rasli (2018) used social exchange theory to study the effect of ethical leadership on workplace deviance and ethical climate in the healthcare sector of Pakistan. Charoensap *et al.* (2018) used social exchange theory to study the relationship between ethical leadership and affective commitment with the organisation, with supervisor and job satisfaction in Thailand. Social exchange theory is used to study the process through which ethical leaders influence their followers.

In servant leadership, social exchange theory is used to explain the relationship between servant leadership, innovative behaviours, and organisational citizenship behaviour (Panaccio et al., 2015); servant leadership and organisational commitment (Overstreet *et al.*, 2014); servant leadership and employee extra-role behaviours (Panaccio et al., 2015), and servant leadership and knowledge sharing via organisational citizenship behaviour (Trong Tuan, 2016). Servant leaders focus on the welfare and development of their subordinates. Subordinates reciprocate to repay the favour. That sets in motion a chain reaction of favours and counter favours cementing employee-leader and employee-organisation relationships. The underlying phenomena how servant leaders influence their subordinates is explained by social exchange theory (Blau, 1964).

2.9.2. **Social Learning Theory**

Social learning theory by Bandura (1977) suggests that learning takes place through observation

and experience. The fundamental components of the theory included attention, retention, reproduction, and incentives (Bandura, 1977). Attention implies observing. One would observe the model because of its status, attractiveness, availability, and the advantage one draws from observing the model (reinforcement). Retention is storing the observation in one's memory. Reproduction is replaying the stored observation. Incentives are the advantages one draws by imitating the model. These may be environmental or individual.

They renamed social learning theory as a social cognitive theory (Bandura, 1986) because the theory was much broader than what its designation captured i.e. Social learning. It included psychosocial phenomena, that is, motivation and self-regulation, which extend beyond learning. Gibson (2004) noted that in context to adult learning, observational learning, reciprocal determinism, self-regulation, and self-efficacy make up important elements of social learning and social cognitive theories. Observational learning includes attention, retention, reproduction, and incentives, which are discussed above. Reciprocal determinism refers to mutual interaction between environment, behaviour, and the person as a determining factor for each other. Self-regulation means that people refer to their internalized performance standards while performing those jobs. In this context, an individual's intrinsic motivation plays an important part. Self-efficacy is an individual's confidence in his / her ability to manage a tough job or a situation.

These theories are used to see how authentic, ethical and servant leadership styles influence outcomes. Brockner et al. (2006) used social learning theory to explain the process through which authentic leaders shape the climate of inclusion. Miao et al. (2019) use social learning theory to study the effect of ethical leadership on subordinates' unethical behaviour. Wang, Xu, and Liu (2018) used social learning theory to study the effect of servant leadership on employee performance. Clapp-Smith, Vogelgesang, and Avey (2009) used social cognitive theory to study the effect of authentic leadership and psychological capital on group performance. Tu and Lu (2016) used the social cognitive theory to study the effect of ethical leadership on followers' extra-role performance. Duan, Kwan and Ling (2014) used social cognitive theory to study the effect of servant leadership on voice behaviours.

2.10. **Gap in the Literature**

This study is conducted in the backdrop of high turnover ratio (Zahoor et al., 2019) and employee

alienation with the management of IT sector companies (Tahir, 2019) in Pakistan. High turnover ratio reflects on low organisational commitment among the employees (Labrague et al., 2018), while employee dissatisfaction and resentment towards the management, shows poor leadership (e.g. Skarlicki and Folger, 1997; Tepper, 2000; Reed, 2004; Mitchell and Ambrose, 2007; Carter, 2009; Ghosh, Rai and Sinha, 2014). Empirical evidence suggests that suitable leadership can increase organisational commitment among the employees (Yahaya and Ebrahim, 2016). In case of moral leadership styles, they observe it that authentic leadership positively relates to organisational commitment (e.g. Wu and Nguyen, 2019; Nasab and Afshari, 2019; Oh and Oh, 2017; Ling, Liu and Wu, 2017). Ethical leadership also positively relates to organisational commitment (e.g. Addai et al., 2019; Abuzaid, 2018; Constandt, De Waegeneer and Willem, 2018; Sait Dinc, 2018). Similarly, servant leader positively relates to organisational commitment (e.g. Khuwaja et al., 2020; Aboramadan, Dahleez and Hamad, 2020; Dahleez, Aboramadan and Bansal, 2020; Jang and Kandampully, 2018). A comparative study of the relationship between authentic, ethical, and servant leadership styles and organisational commitment is lacking.

The significance of culture in context to leadership is explained by Hofstede (1980), and House et al. (2004). Cultures influence leadership (Byrne and Bradley, 2007) and define the suitability of a leadership style for a specific society (Dorfman et al., 2012; Öztürk, Abdülkadir Varoglu and Varoglu, 2017). Several researchers studied authentic leadership in context to culture (e.g. Wirawan, Jufri and Saman, 2020; Petan and Bocarnea, 2016; Khilji et al., 2015; Caza et al., 2010). Impact of ethical leadership in different cultures is studied by several researchers (e.g. Sarwar et al., 2020; Zhu et al., 2019; Gok et al., 2017; Resick et al. 2011). In context to servant leadership many researchers have expressed their concern relating its effectiveness in cultures high on power distance (e.g., Liden et al., 2008; Van Dierendonck, 2011; Mittal and Dorfman, 2012; Chan and Mak, 2014; Ye, Lyu and He, 2019; Eva et al., 2019). However, in a meta-analysis, Lee et al. (2019) noted that contrary to the common perception, servant leadership is found to be equally effective in cultures having high and low power distance. Whereas Zhang et al. (2019) in their meta-analytical review, observed that servant leadership is relatively less effective in cultures having high power distance. Work by these scholars reflects on their concern regarding effectiveness of these leadership styles in varying cultures. Pakistan is high in power distance (Hofstede, 1980). Therefore, by default, the study contributes to the literature by presenting comparative influence of moral leadership styles on organisational commitment in a culture having high power distance.

The relationship between employee engagement and authentic leadership (e.g. Kaya and Karatepe, 2020; Chaudhary and Panda, 2018; Azanza et al., 2018), ethical leadership (Sarwar et al., 2020; Zappalà and Toscano, 2020; Lee and Huang, 2019), and servant leadership (Shim et al., 2020; Kaya and Karatepe, 2020; Aboramadan, Dahleez and Hamad, 2020) is extensively studied. Similarly, the relationship between organisational commitment and employee engagement is much studied (Adi and Fithriana, 2020; Tan and Gempes, 2020; Putri and Setianan, 2019). Employee engagement is used as a mediator in several studies with authentic, ethical and servant leadership styles (e.g. Chaudhary and Panda, 2018; Sendjaya et al., 2017; Qin et al., 2014). These statements satisfy the conditions specified by Baron and Kenny (1986) for employee engagement to mediate. A conceptual connection between positive leadership styles, employee engagement, and organisational commitment using social exchange theory is explained by Decuypere and Schaufeli (2020). They expound that when a positive leader is fully involved in his job, his/her subordinates unwittingly reciprocate and perform their job with an equal amount of dedication. When leader and led both perceive that their relation is of high-quality it relates to employee engagement (Breevaart et al., 2015). Colquitt et al. (2013) note that quality of relationship (social exchange quality) is manifested through organisational commitment. However, there is a lack of studies where employee engagement is used as a mediator in the relationship between authentic, ethical and servant leadership styles and organisational commitment.

Perceived supervisor support is a facet of job resources (Brough et al., 2013). It is the support given by the supervisor as a helpful feedback to educate employees and to improve their proficiency at work (Zhou, 2003; Caniëls, 2019). It positively relates to organisational commitment (Miao et al., 2013; Naqvi and Bashir, 2015; Nazir et al., 2016). The relationship between moral leadership styles, perceived supervisor support, and organisational commitment is grounded in social exchange theory. Masterson et al. (2000) and Dhar (2016) believe that the relations between an employee and his / her supervisor is based on social exchange. Neves (2011) noted that strength of relationship between the supervisor and the employee determines the degree of employee organisational commitment.

There is little research that studied the relationship between authentic, ethical and servant leadership styles and perceived supervisor support. Ehrhart (2004) found that servant leadership explains additional variance in perceived supervisor support as compared to leader-member exchange. Okpozo et al. (2017) noted that ethical leadership positively relates to perceived

supervisor support. Penger and Èerne (2014) used perceived supervisor support as a mediator in the relationship between authentic leadership and job satisfaction. However, there is a paucity of research that studied the effect of perceived supervisor support as a moderator in the relationship between authentic, ethical and servant leadership styles and organisational commitment.

Discussion put forth in preceding paragraphs illustrates that the study is poised to address five important gaps in the literature. First, the study examines which leadership style (authentic, ethical, and servant leadership) explains more variance in organisational commitment. A gap that is neither attended to in Pakistan nor elsewhere. Second, a few scholars have compared authentic, ethical and servant leadership styles (e.g. Lemoine, Hartnell and Leroy, 2019; Hoch et al., 2018; Yasir and Mohamad, 2016). For paucity of research in the area, there is call for a comparative study of moral leadership styles (Hoch et al., 2018). Third, Pakistan is high on power distance (Hofstede, 1980), therefore, by default, the study enriches the literature by presenting comparative influence of moral leadership styles on organisational commitment in a different cultural context. Four, presumably it would be the first study to use engagement as a mediator in the relationship between authentic, ethical, and servant leadership styles and organisational commitment. Five, the research examines the moderating role of perceived supervisor support in the relationship between authentic, ethical, and servant leadership styles and organisational commitment. An uncharted area.

2.11. The Research Model

Effect of Authentic, Ethical and Servant Leadership on Organisational Commitment: The Mediating Role of Employee Engagement and Moderating Role of Perceived Supervisor Support. A Quantitative Study in IT Sector in Islamabad
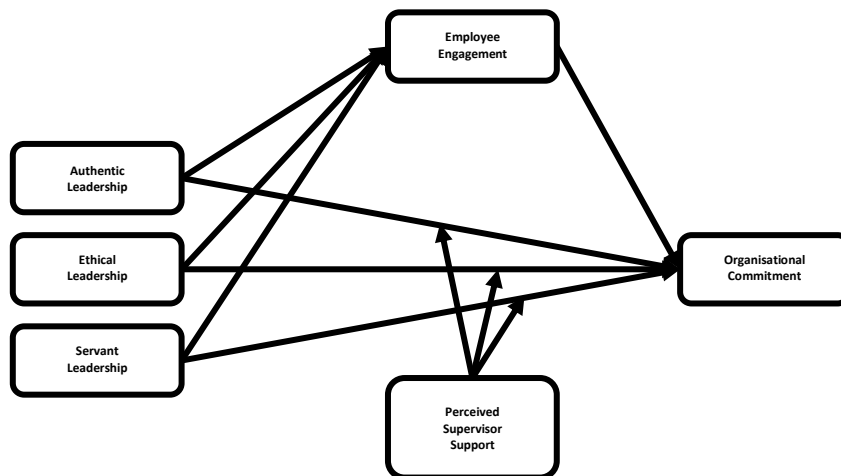
Figure 2.1: **Research Model**

2.12. **Chapter Summary**

To develop an understanding of the reader about overall setting of the study and to explain the relationship between different variables, this chapter covers the concept and definition of the variables at length. These relations are extensively supported by thorough literature review. The relationship between the variables is justified using social exchange theory and social learning theory. That also provided the bases for the development of hypotheses. That laid the foundation to develop the research model to address the gaps as visualised in paragraph 2.9.

CHAPTER 3

RESEARCH METHODOLOGY

3.1 Introduction

Chapter three covers the research method adopted to study the relationship between authentic, ethical and servant leadership styles, organisational commitment, employee engagement and perceived supervisor support. It covers research design, research philosophy, approach, and strategy for the conduct of research. Employees of IT-related organisations working in Islamabad, Pakistan would take part in the survey. The chapter presents an overview of the research project. It explains the population and the sample to be collected. Specifies the measurement instruments to be used in the study to tap responses of the participants. The chapter also outlines the process and analysis tools to analyse the data.

3.2 Research Design

Research design provides a conceptual framework for the conduct of research starting from the inception of the research problem to the final analysis of the data. It outlines the parameters for data collection, its measurement, and analysis (Kothari, 2004; Sekaran and Bougie, 2016). Formulation of a research design entails that each step of the research process has been thoroughly deliberated (Saunders, Lewis and Thornhill, 2016). A meticulously developed research design helps in the conduct of research in an efficient manner with minimum effort and cost. Moreover, it adds to the reliability of the research findings (Kothari, 2004).

Saunders, Lewis, and Thornhill (2016) explained different steps involved in the development of research design with the help of a Research Onion (Figure. 3.1). The contours of research design put forth by Saunders, Lewis, and Thornhill (2016) are almost like steps elaborated by other authors (e.g. Kothari, 2004; Creswell, 2014). However, the presentation by Saunders, Lewis, and Thornhill (2016) is more reader friendly. The steps involved in the development of a research design includes research philosophy, approach to theory development, methodological choice, research strategies, time horizon, techniques and procedures, and ethical considerations.
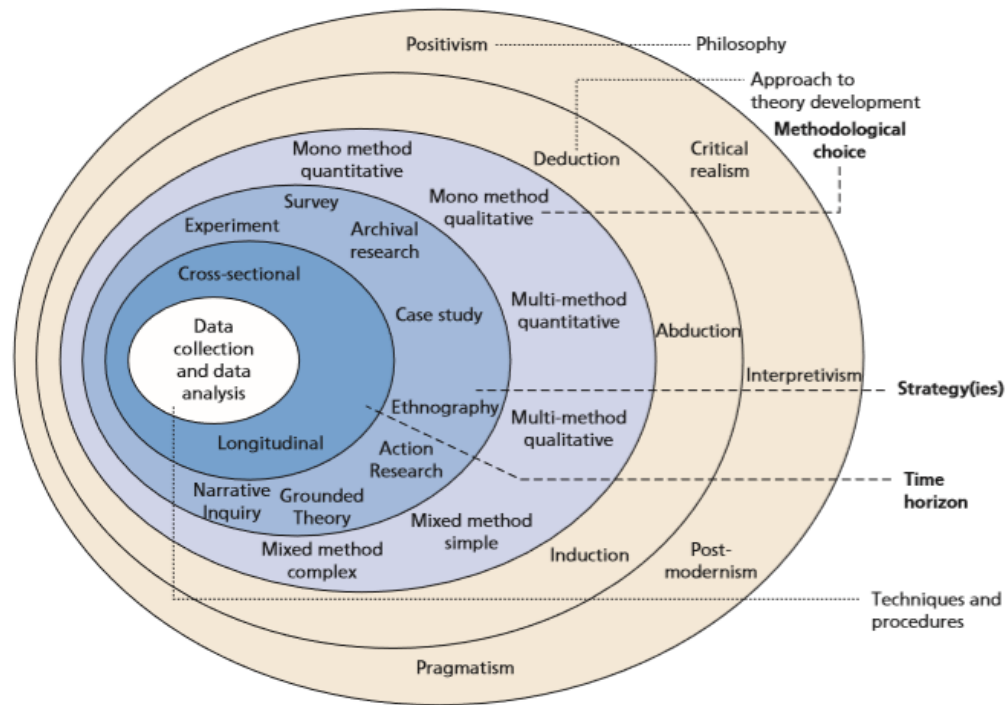
Figure 3.1: **The Research Onion**

Source: Saunders, Lewis, and Thornhill (2016)

In this research study, the relationship between authentic, ethical and servant leadership styles (independent variables) on organisational commitment (dependent variable) is studied. The study also includes employee engagement as a mediator and perceived supervisor support as a moderator in the relationship. Towards this end, a quantitative study is undertaken and therefore, positivist philosophy is adopted. The positivist philosophical approach allows the generalizability of observable social processes (Saunders, Lewis and Thornhill, 2016). A deductive approach is used to study the causal relationship between the variables. For the purpose of data collection, a cross-sectional survey is conducted using online and self-administered questionnaires. Sekaran and Bougie, (2016) noted that perceptions can be measured using questionnaires. Moreover, cross-sectional surveys are helpful in studying phenomenon and relationships between the variables (Saunders, Lewis and Thornhill, 2016). SPSS, AMOS and Smart-PLS is used for data evaluation.

3.3   Research Philosophy

Research philosophy is defined as a *'system of beliefs and assumptions about the development of knowledge,'* (Saunders, Lewis and Thornhill, 2016, p. 124). Subscribing to the positivist philosophy, this study examines the relationship between authentic, ethical and servant leadership styles and organisational commitment with employee engagement as a mediator and perceived supervisor support as a moderator. While pursuing positivist philosophy, in this study, ontologically, the reality is considered absolute and independent. Epistemologically, knowledge is created by the study of observable facts; scientific methods are used to establish a causal relationship between the facts or variables, which lead to the development of generalizable theories (Saunders, Lewis and Thornhill, 2016). In line with these aspects, in this study, data is collected using a questionnaire, and the large data set so collected is statistically analysed to draw inferences concerning social phenomena (Benton and Craib 2001; Hasan, 2016).

Philosophically, the study falls in the positivist-functionalist paradigm. In this study employee perceptions about leadership styles, their engagement and commitment towards the organisation and how they perceive their supervisor at a specific time, i.e. at the time of data collection are measured. It is noted that the perceptions are based on an individual's experience (Cook *et al.*, 2018) and are developed over a period. Sekaran and Bougie (2016) observed that perceptions can be measured using questionnaires. Information provided by the data is interpreted using a deductive approach i.e. rational/functional approach.

3.4   Research Approach

In this study deductive approach is adopted for theory testing. In this approach data is collected to study a phenomenon and based on the findings, theory building is resorted to. In a deductive approach, theory guides the research. Based on the theory, hypotheses are developed, which underline the causal relationship between different variables. To test the hypotheses data is collected using a survey method from a large sample (Bryman, 2012). Six steps explained by Blaikie (2010) for the development of a deductive approach are used in this study as under:

a.   The hypotheses between the variables under study are developed based on the theories.

b.   In the study, verifiable propositions are developed based on literature and theory.

c. The analysis of the hypotheses is expected to advance the theories.

d. The study validates the hypotheses using quantifiable variables and with the help of data analysis.

e. If the findings of the data analysis do not support the hypotheses the process and the theory would be reviewed.

f. In the study if the hypotheses are accepted the theory is verified.

3.5   Research Strategy

The present study adopts a survey strategy for data collection which is normally linked with a deductive research approach (Saunders, Lewis and Thornhill, 2016). Survey design and cross-sectional design are synonymous (Bryman, 2012).

The survey strategy is used by the researchers to collect quantitative data to study different types of research questions. Data collected through the survey allows the researcher to establish a relationship between the variables and to develop a model based on these relations. The survey strategy offers more control over the research process and the data collected from the sample population would represent the entire population. That makes the process manageable and cost-effective (Saunders, Lewis and Thornhill, 2016).

3.6   Time Horizon

In this study employee perceptions about leadership styles and their engagement and commitment towards the organisation are studied. Perceptions can be measured using questionnaires (Sekaran and Bougie, 2016). Moreover, cross-sectional surveys are helpful in studying phenomenon and relationships between the variables (Saunders, Lewis and Thornhill, 2008). This study is conducted for academic purposes and therefore is time-constrained; a cross-sectional survey is resorted to.

3.7   Population and Sample

Population

This study is designed to tap the effect of moral leadership styles i.e. authentic, ethical and servant leader on organisational commitment in the IT sector of Pakistan. Therefore, the people working in the IT sector of Pakistan constitute the population. Raza (2018) noted that about 300,000 IT individuals are working in the IT sector.

Target Population

In this study the target population comprises of IT sector employees, working in Islamabad region of Pakistan. As per the considered opinion of IT experts around 300, IT companies are operating in the region. Approximately, 35,000 IT experts are employed in these companies. Many companies are new entrants in the market. Such companies are operating with a workforce varying from 10 to 40 employees.

Accessible Population

The assessable population constitutes of employees of IT companies located in Islamabad region of Pakistan. The sampling frame comprises of the employees of IT companies operating in the area. The detail of employees of the IT companies which consent to participate in the survey is prepared in coordination and with the Human Resource (HR) staff of the respective company. The sampling frame is estimated to comprise 3000 to 4000 members.

Sample

Sampling is the process of selecting an appropriate number of elements from the population which correctly represent the population so that the findings of the research could be generalised (Sekaran and Bougie, 2016). In this study, a simple random sampling technique is adopted. In simple random sampling each member of the organisation has equal opportunity to be selected as member of response team. In this study the participants are selected with the help HR department of respective companies through draws (Saunders, Lewis and Thornhill, 2016).

Sample Size

The sample size is the number of individuals or units from whom the data must be collected for reliable findings (Fink, 2003). There are a few factors which affect the decision regarding the size of the sample (Sekaran and Bougie, 2016, p. 241), which are as under:

a. *The research objective.*

b. *The extent of precision desired (the confidence interval).*

c. *The acceptable risk in predicting that level of precision (confidence level).*

d. *The amount of variability in the population itself.*

e. *The cost and time constraints.*

f. *In some cases, the size of the population itself.*

Hair *et al.* (2014) made important observations about the sample size. They contend that the minimum sample size would comprise 50 responses and a desirable sample should be of 100 responses or more. They suggest that the least sample size to variable ratio should be 5:1, while the ratio of 10:1 would be more suitable. It is also noted that a sample size of 100 would be required for Structural Equation Modelling. Recommendations pertaining minimum sample size to cater for model complexity and basic measurement model characteristics (Hair *et al.,* 2014, p. 574) are as under:

a. *Minimum sample size—100: Models containing five or fewer constructs, each with more than three items (observed variables) and with high item communalities (.6 or higher).*

b. *Minimum sample size—150: Models with seven constructs or less, modest communalities (.5), and no under-identified constructs.*

c. *Minimum sample size—300: Models with seven or fewer constructs, lower communalities (below .45), and/or multiple under-identified (fewer than three) constructs.*

d. *Minimum sample size—500: Models with large numbers of constructs, some with lower commonalities, and/or having fewer than three measured items.*

Krejcie and Morgan (1970) developed the following formula to calculate the sample size. They also produced a table suggesting sample sizes for different populations. That makes the task of determining the sample size much easier. The confidence level is 95% and the degree of accuracy designated is 0.05. The formula for defining the sample size is as follows:

$S = X^2NP(1-P) \div d^2(N-1) + X^2P(1-P)$

S = the required sample size.

X^2 = the table value of chi-square for 1 degree of freedom at the desired confidence level (3.841).

N = the population size.

P = the population proportion (assumed to be 0.50 as this would provide the maximum sample size).

d = the degree of accuracy expressed as a proportion (0.05).

As per the above formula, the sample size is calculated as under:

Values

S =?

$X^2 = 3.841$

N = 4000

P = .5

d = .05

$$3.841 \text{ x } 4000 \text{ x } .5(1\text{-}.5) \div .05^2 (4000\text{-}1) + 3.841 \text{ x } .5 (1\text{- }.5)$$

$$= 3841 \div 9.9975 + .96025$$

$$= 385.16 \text{ (Required sample size)}$$

The process adopted to workout sample size in this study is illustrated in Figure 3.2 as under:

Population	Target	Sampling	Sample
300,000 IT experts working in IT sector of Pakistan	35,000 IT experts working in Islamabad region	3,000 to 4,000 IT experts working in IT companies participating in research	385 respondents
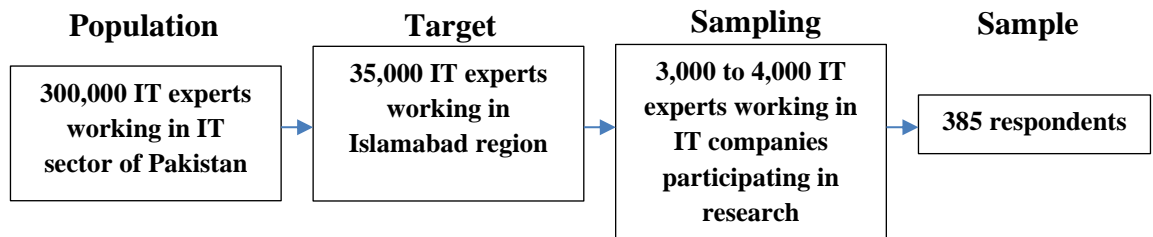
Figure 3.2: **Sampling**

3.8   Instruments and Measurements

In this cross-sectional study, data is planned to be collected using personally administered questionnaires. Generally, pre-tested questionnaires would be used. However, the questionnaires are studied for their wording, sequence of variables and their presentation to bring these in sync with the cultural and educational background of the respondents. English is a commonly spoken language in Pakistan and is used as a medium of instruction at the undergraduate level. Yet to ward off the possibility of misunderstanding of the question, Urdu translation of the question would be

added under the question in English. Close-ended questions are asked, and the responses are sought using Likert scales.

This study examines the relationship between authentic, ethical, and servant leadership styles with organisational commitment. Employee engagement mediates and perceived supervisor support moderates the relationship. Before administering the questionnaires for these variables, the questionnaires would be tested for reliability and validity through the process of pre-testing to reduce measurement errors (Hair *et al.*, 2014).

For the purpose of this study, the questionnaire comprises of four parts. The first part captures demographic information of the respondents. The second part obtains the opinion or perception of individuals working in the IT sector about leadership exhibited by the managers/owners of IT companies, in context to authentic, ethical and servant leadership styles. The third part of the questionnaire records the employee's perception of support they receive from their supervisor and their engagement towards their job and the organisation. Fourth and the final part of the questionnaire reflects on the employee's organisational commitment.

3.8.1 Demographic Information

The first part of the questionnaire or Section A collects demographic information about the participant. That comprises of gender, age, level of education, position, total service, number of years served in the present company, etc. Information so gathered helps the researcher to understand that the respondents belong to which strata of the society.

3.8.2 Constructs

In this study, six constructs are measured i.e. authentic leadership, ethical leadership, servant leadership, employee engagement, perceived supervisor support, and organisational commitment. Five points Likert scale is used to measure the response of the participants.

3.8.3 Questionnaire Layout

Authentic Leadership (Independent Variable)

The authentic leadership style of the senior manager / CEO is measured using the Authentic Leadership Questionnaire (ALQ) by Bruce J. Avolio, William L. Gardner, and Fred O. Walumbwa (Copyright © 2007). It is one of the most extensively used questionnaire. It covers four dimensions

i.e. self-awareness, relational transparency, internalized moral perspective, and balanced processing. Few recent studies that used the said scale to measure authentic leadership are at Table 3.1.

Table 3.1: **Articles that Used ALQ**

Serial	Authors	Title	Likert Scale	Reliability
1.	Anugerah, R., Abdillah, M. R. and Anita, R. (2019)	Authentic leadership and internal whistleblowing intention: the mediating role of psychological safety	7	CR = 0.965
2.	Semedo, A. S. D. et al. (2016)	Effects of authentic leadership, affective commitment and job resourcefulness on employees' creativity and individual performance	5	α = 0.99
3.	Penger, S. and Èerne, M. (2014)	Authentic leadership, employees' job satisfaction, and work engagement: A hierarchical linear modelling approach	5	CR = 0.84
4.	Rego, A. et al. (2012)	Authentic leadership promoting employees' psychological capital and creativity	5	α = 0.91
5.	Rego, A. et al. (2013)	Are authentic leaders associated with more virtuous, committed, and potent teams?	5	α = 0.95
6.	Ribeiro, N., Gomes, D. and Kurian, S. (2018)	Authentic leadership and performance: The mediating role of employees' affective commitment	5	α = 0.95
7.	Scheepers, C. B. and Storm, C. P. (2019)	Authentic leadership's influence on ambidexterity with mediators in the South African context	5	α = 0.70 to 0.90
8.	Semedo, A. S. D., Coelho, A. F. M. and Ribeiro, N. M. P. (2017)	Authentic leadership and creativity: the mediating role of happiness	5	α = 0.99
9.	Spence Laschinger, H. K. and Fida, R. (2014)	New nurses' burnout and workplace wellbeing: The influence of authentic leadership and psychological capital	5	α = 0.94

Note. Composite Reliability = CR, Cronbach alpha = α

Employee perception of authentic leadership is measured using the 5-points Likert scale. The questions are given in Table 3.2 below:

Table 3.2: **Items: ALQ**

No.	Questions
1.	My leader says exactly what he or she means.

2. My leader admits mistakes when they are made.

3. My leader encourages everyone to speak their mind.

4. My leader tells you the hard truth.

5. My leader displays emotions exactly in line with feelings.

6. My leader demonstrates beliefs that are consistent with actions.

7. My leader makes decisions based on his or her core values.

8. My leader asks you to take positions that support your core values.

9. My leader makes difficult decisions based on high standards of ethical conduct.

10. My leader solicits views that challenge his or her deeply held positions.

11. My leader analyses relevant data before coming to a decision.

12. My leader listens carefully to different points of view before coming to conclusions.

13. My leader seeks feedback to improve interactions with others.

14. My leader accurately describes how others view his or her capabilities.

15. My leader knows when it is time to re-evaluate his or her positions on important issues.

16. My leader shows he or she understands how specific actions impact others.

Note: Transparency: 1, 2, 3, 4 & 5, Moral/Ethical: 6, 7, 8 & 9, Balanced Processing: 10, 11 & 12, Self-Awareness: 13, 14, 15 & 16.

Ethical Leadership (Independent Variable)

An ethical leadership scale is developed by several researchers. Resick *et al.* (2006) developed a multidimensional scale of ethical leadership with character/integrity, altruism, collective motivation, and encouragement as its dimensions. Kalshoven, Den Hartog and De Hoogh (2011)

developed a multidimensional Ethical Leadership at Work (ELW) questionnaire comprising 46 items, with fairness, power-sharing, role clarification, people-orientation, environment orientation, ethical guidance, and integrity as its dimensions. Yukl *et al.* (2013) developed fifteen items unidimensional scale to measure ethical leadership. However, the Ethical Leadership Scale (ELS) developed by Brown *et al.* (2005) is one of the most extensively used measures of ethical leadership (Bedi, Alpaslan and Green, 2016). Few recent studies that used the said scale to measure authentic leadership are at Table 3.3.

Table 3.3: **Articles that Used ELS**

Serial	Authors	Title	Likert Scale	Reliability
1.	Bormann, K. C. and Rowold, J. (2016)	Ethical leadership's potential and boundaries in organizational change: A moderated mediation model of employee silence	5	$\alpha = 0.98$
2.	Sait Dinc, M. (2018)	Direct and indirect effect of ethical leadership on employee behaviours in higher education	5	$\alpha = 0.95$
3.	Kuntz, J. R. C. et al. (2013)	Characterizing Ethical Cases: A Cross-Cultural Investigation of Individual Differences, Organisational Climate, and Leadership on Ethical Decision-Making	5	$\alpha = 0.96$
4.	Rahaman, H. M. S. et al. (2020)	Ethical leadership in times of change: the role of change commitment and change information for employees' dysfunctional resistance	5	$\alpha = 0.91$
5.	Lu, X., Zhou, H. and Chen, S. (2018)	Facilitate Knowledge Sharing by Leading Ethically: The Role of Organizational Concern and Impression Management Climate	7	$\alpha = 0.93$
6.	Mitonga-Monga, J. and Cilliers, F. (2016)	Perceived ethical leadership: Its moderating influence on employees' organisational commitment and organisational citizenship behaviours	5	$\alpha = 0.90$
7.	Newman, A. et al. (2014)	Examining the Cognitive and Affective Trust-Based Mechanisms Underlying the Relationship Between Ethical Leadership and Organisational Citizenship: A Case of the Head Leading the Heart?	5	$\alpha = 0.87$
8.	Riggio, R. E. et al. (2010)	Virtue-based measurement of ethical leadership: The leadership virtues questionnaire	5	$\alpha = 0.97$
9.	Walumbwa, F. O. and Schaubroeck, J. (2009)	Leader personality traits and employee voice behavior: Mediating roles of ethical leadership and work group psychological safety's	5	$\alpha = 0.90$
10.	Zhang, X. et al. (2013)	Ethical leadership, employee citizenship and work withdrawal behaviors: Examining mediating and moderating processes	7	$\alpha = 0.93$

Employee perception of ethical leadership is measured using the 5-points Likert scale. In this study, 10 items, unidimensional ELS developed by Brown *et al.* (2005) is used.

Table 3.4: **Items: ELS**

No.	Questions
1.	My leader listens to what employees have to say.
2.	My leader disciplines employees who violate ethical standards.
3.	My leader conducts his/her personal life in an ethical manner.
4.	My leader has the best interests of employees in mind.
5.	My leader makes fair and balanced decisions.
6.	My leader can be trusted.
7.	My leader discusses business ethics or values with employees.
8.	My leader sets an example of how to do things the right way in terms of ethics.
9.	My leader defines success not just by results but also the way that they are obtained.
10.	My leader when making decisions, asks "what is the right thing to do?"

Servant Leadership (Independent Variable)

Eva *et al.* (2019) noted that sixteen scales are developed by different researchers to measure the construct of servant leadership. Detailed information pertaining to these scales as given by Eva *et al.* (2019) is reproduced in Table 3.7. Out of these sixteen scales, Eva *et al.* (2019) noted that scale developed by Liden *et al.* (2015) SL-7, Sendjaya *et al.* (2017) SLBS-6, and van Dierendonck and

Nuijten (2011) SLS have gone through the arduous process of scale development and validation. In this study, seven items, unidimensional measure of servant leadership developed by Liden *et al.* (2015) is used. It is noted that this scale would be suitable to study organisational or community-related outcomes. Moreover, due to the lesser number of items, it can be used without unduly increasing the length of the questionnaire (Eva *et al.,* 2019). Few recent studies that used the said scale to measure authentic leadership are at Table 3.5.

Table 3.5: **Articles that Used SL-7**

Serial	Authors	Title	Likert Scale	Reliability
1.	Chughtai, A. (2019)	Servant leadership and perceived employability: proactive career behaviours as mediators	5	$\alpha = 0.86$
2.	Aboramadan, M., Dahleez, K. and Hamad, M. H. (2020)	Servant leadership and academics outcomes in higher education: the role of job satisfaction	7	$\alpha = 0.942$
3.	Amah, O. E. (2018)	Determining the antecedents and outcomes of servant leadership	5	$\alpha = 0.72$
4.	Bao, Y., Li, C. and Zhao, H. (2018)	Servant leadership and engagement: a dual mediation model	7	$\alpha = 0.88$
5.	Chughtai, A. A. (2016)	Servant Leadership and Follower Outcomes: Mediating Effects of Organizational Identification and Psychological Safety	5	$\alpha = 0.85$
6.	Dahleez, K. A., Aboramadan, M. and Bansal, A. (2020)	Servant leadership and affective commitment: the role of psychological ownership and person–organization fit	7	$\alpha = 0.89$
7.	Giolito, V. J. et al. (2020)	Servant Leadership Influencing Store-Level Profit: The Mediating Effect of Employee Flourishing	5	$\alpha = 0.82$
8.	Huertas-Valdivia, I., Gallego-Burín, A. R. and Lloréns-Montes, F. J. (2019)	Effects of different leadership styles on hospitality workers	7	$\alpha = 0.93$
9.	Lu, J., Zhang, Z. and Jia, M. (2019)	Does Servant Leadership Affect Employees' Emotional Labor? A Social Information-Processing Perspective	5	$\alpha = 0.78$
10.	Lapointe, É. and Vandenberghe, C. (2015)	Examination of the Relationships Between Servant Leadership, Organizational Commitment, and Voice and Antisocial Behaviors	7	$\alpha = 0.82$

Note. Cronbach alpha = α

Employee perception of servant leadership is measured using the 5-points Likert scale. The questions are given in Table 3.6.

Table 3.6: **Items: SL-7**

No.	Questions
1.	My leader can tell if something work-related is going wrong.
2.	My leader makes my career development a priority.
3.	I would seek help from my leader if I had a personal problem.
4.	My leader emphasizes the importance of giving back to the community.
5.	My leader puts my best interests ahead of his/her own.
6.	My leader gives me the freedom to handle difficult situations in a way that I feel is best.
7.	My leader would NOT compromise ethical principles in order to achieve success.

Table 3.7: **Servant Leadership Scales**

Servant leadership measures against Hinkin's (1995) criteria.

Authors (chronological order)	Name of measure	No. of items	Item generation (deductive & inductive)	Content adequacy assessment	Questionnaire administration	Factor analysis EFA & CFA	Internal consistency assessment	Construct validity	Replication
Lytle et al. (1998)	SERV*OR (Servant Leadership subscale)	6	Yes	Yes	Yes	Yes	No	No	Yes
Laub (1999)	Organizational Leadership Assessment	60	Inductive only	Yes	Yes	EFA only	Yes	No	No
Page and Wong (2000)	Self-Assessment of Servant Leadership Profile	100	Deductive only	No	Pilot study only	No	Yes	No	No
Dennis and Winston (2003)	Self-Assessment of Servant Leadership Profile (a short-form of Page and Wong (2000))	20	No	No	Yes	EFA only	Yes	No	Yes
Ehrhart (1998, 2004)	Servant Leadership	14	Deductive only	No	Yes	Yes	Yes	Yes	Yes
Reinke (2004) & Reinke and Baldwin (2001)	Servant Leadership Inventory	7	Deductive only (for stewardship and vision)	No	Yes	EFA only	Yes	No	Yes
Dennis and Bocarnea (2005)	Servant Leadership Assessment Instrument	42	Deductive only	Yes	Yes	EFA only	Yes	No	Yes
Barbuto and Wheeler (2002); Barbuto Jr and Wheeler (2006)	The Servant Leadership Questionnaire	23	Deductive only	No	Yes	Yes	Yes	Yes	No
McCuddy and Cavin (2008)	Servant Leadership Composite Score	10	No	No	Yes	No	Yes	No	No
Rieke, Hammermeister, and Chase (2008)	Revised Servant Leadership Profile for Sport (RSLP-S)	22	No	No	EFA only	No	Yes	Yes	No
Fridell, Newcom Belcher, and Messner (2009)	Servant Leadership Styles Inventory	20	Deductive only	Yes	Yes	No	Yes	No	No
Reed, Vidaver-Cohen, and Colwell (2011)	Executive Servant Leadership Scale	25	No	No	Yes	Yes	Yes	No	No
Robinson and Williamson (2014)	SERV*OR Short	4	No	No	Yes	Yes	Yes	Yes	No
Liden et al. (2015, 2008)	SL-7; Global Servant Leadership Scale	7/28	Yes	Yes	Yes	Yes	Yes	Yes	Yes
van Dierendonck et al. (2017); van Dierendonck and Nuijten (2011)	Servant Leadership Survey	18/30	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Sendjaya et al. (2018, 2008)	SLBS-6; Servant Leadership Behavioral Scale (SLBS)	6/35	Yes	Yes	Yes	Yes	Yes	Yes	Yes

Source: Eva *et al.* (2019)

Organisational Commitment (Dependent Variable)

Organisational commitment is conceptualised as unidimensional as well as a multidimensional construct. Mowday, Steers, and Porter (1979) developed 15 items, a unidimensional Organisational Commitment Questionnaire (OCQ). While Allen and Meyer (1990), Mayer and Schoorman (1992), Jaros *et al.* (1993), and Meyer and Herscovitch (2001) developed multidimensional questionnaires for organisational commitment. Out of these measures, the unidimensional measure developed by Mowday, Steers, and Porter (1979) and the multidimensional measure developed by Allen and Meyer (1990) are of specific importance. Allen and Meyer (1990) developed a 24 items questionnaire to measure three dimensions of organisational commitment i.e. affective commitment, continuance commitment, and normative commitment. This measure is used by many studies (Kim *et al.*, 2017). The second important measure developed to capture employee's perception of organisational commitment is 15 items questionnaire developed by (Mowday, Steers and Porter, 1979). Commeiras and Fournier (2001) noted that this questionnaire can be used in full i.e. 15 items and in its shorter version i.e. 9 items. To measure the perception of organisational commitment 9 items, a shorter version of OCQ is used by several researchers (e.g. Øgaard, Marnburg and Larsen, 2008; Shuck, Nimon and Zigarmi, 2017). Few recent studies that used the said scale to measure authentic leadership are at Table 3.8.

Table 3.8: **Articles that Used OCQ-9**

Serial	Authors	Title	Likert Scale	Reliability
1.	Nisar, A. et al. (2020)	Impact of grit on voice behavior: mediating role of organizational commitment	5	α = 0.870
2.	Asrar-ul-Haq, M., Kuchinke, K. P. and Iqbal, A. (2017)	The relationship between corporate social responsibility, job satisfaction, and organizational commitment: Case of Pakistani higher education	5	α = 0.887
3.	Goh, S. and Zhen-jie, B. (2014)	The Influence of Servant Leadership towards Organizational Commitment: The Mediating Role of Trust in Leaders	7	α = 0.948
4.	Guay, R. P. et al. (2016)	Why people harm the organization and its members: Relationships among personality, organizational commitment, and workplace deviance	5	α = 0.820
5.	Hanaysha, J. (2016)	Testing the Effects of Employee Engagement, Work Environment, and Organizational Learning on Organizational Commitment	5	α = 0.700
6.	Ozmen, Y. S. (2019)	How the exchange relationship affects employee commitment: The mediating role of organizational trust	5	α = 0.938

7.	Yousef, D. A. (2001)	Islamic work ethic: A moderator between organizational commitment and job satisfaction in a cross-cultural context	7	$\alpha = 0.820$
8.	Talukder, A. K. M. M. H. (2019)	Supervisor Support and Organizational Commitment: The Role of Work–Family Conflict, Job Satisfaction, and Work–Life Balance	7	$\alpha = 0.890$
9.	Rawashdeh, A. M. and Tamimi, S. A. (2019)	The impact of employee perceptions of training on organizational commitment and turnover intention an empirical study of nurses in Jordanian hospitals	5	$\alpha = 0.879$
10.	Park, S. and Kim, E. J. (2019)	Organizational culture, leaders' vision of talent, and HR functions on career changers' commitment: the moderating effect of training in South Korea	5	$\alpha = 0.730$

Note. Cronbach alpha = α

In this study employee's perception of organisational commitment is measured using 9 items shorter version of OCQ using the 5-points Likert scale. The questions are given in Table 3.9 below.

Table 3.9: **Items: OCQ-9**

No.	Questions
1.	I am willing to put in a great deal of effort beyond that normally expected in order to help this organisation be successful.
2.	I talk up this organisation to my friends as a great organisation to work for.
3.	I would accept almost any type of job assignment in order to keep working for this organisation.
4.	I find that my values and the organisation's values are very similar.
5.	I am proud to tell others that I am part of this organisation.
6.	This organisation really inspires the very best in me in the way of job performance.
7.	I am extremely glad that I chose this organisation to work for over others I was considering at the time I joined.

8. I really care about the fate of this organisation.

9. For me, this is the best of all possible organisations for which to work.

Employee Engagement (Mediator Variable)

Employee engagement is operationalised differently by different scholars. Christian, Garza, and Slaughter (2011) in their review of employee engagement identified six measures for engagement, while, Byrne (2015) in the book captioned, '*Understanding Employee Engagement, Theory, Research, and Practice'* also named six measures with little variation. The summary of the measures is in Table 3.12. Byrne, Peters, and Weston (2016) noted that measures other than the Utrecht Work Engagement Scale (UWES) and Job Engagement Scale (JES) have weakly stated conceptualizations. It is observed that out of ninety studies reviewed by Christian, Garza, and Slaughter (2011) seventy-three studies used UWES. Being a popular measure short version of UWES is used in this study. Nine items UWES is used by several researchers, for example Nazir and Islam (2017), Fletcher (2015), Sarti (2014), etc. Few recent studies that used the said scale to measure authentic leadership are at Table 3.10.

Table 3.10: **Articles that Used UWES-9**

Serial	Authors	Title	Likert Scale	Reliability
1.	Gupta, M. and Shaheen, M. (2018)	Does work engagement enhance general well-being and control at work? Mediating role of psychological capital	5	$\alpha > .70$
2.	Kaya, B. and Karatepe, O. M. (2020)	Does servant leadership better explain work engagement, career satisfaction and adaptive performance than authentic leadership?	7	$\alpha = 0.91$
3.	Jha, J. K., Pandey, J. and Varkkey, B. (2019)	Examining the role of perceived investment in employees' development on work-engagement of liquid knowledge workers: Moderating effects of psychological contract	-	$\alpha = 0.80$
4.	Albrecht, S., Breidahl, E. and Marty, A. (2018)	Organizational resources, organizational engagement climate, and employee engagement	7	$\alpha = 0.92$
5.	Haller, D. K., Fischer, P. and Frey, D. (2018)	The power of good: A leader's personal power as a mediator of the ethical leadership-follower outcomes link.	7	$\alpha = 0.94$
6.	Huertas-Valdivia, I.,	Effects of different leadership styles on hospitality workers	7	$\alpha = 0.93$

No.		Title		α
	Gallego-Burín, A. R. and Lloréns-Montes, F. J. (2019)			
7.	Lee, M. C. C. and Idris, M. A. (2017)	Psychosocial safety climate versus team climate.	5	α for Vigour = 0.84 Dedication = 0.88 Absorption = 0.84
8.	Park, J. H. and Ono, M. (2016)	Effects of workplace bullying on work engagement and health: the mediating role of job insecurity.	5	α for Vigour = 0.77 Dedication = 0.79 Absorption = 0.71
9.	Zhang, K., Jia, X. and Chen, J. (2019)	Talent management under a big data induced revolution: The double-edged sword effects of challenge stressors on creativity	5	α = 0.92
10.	Scheepers, C. B. and Elstob, S. L. (2016)	Beneficiary contact moderate's relationship between authentic leadership and engagement	5	α = 0.90

Note. Cronbach alpha = α

Schaufeli, Bakker, and Salanova (2006) noted that a short version of UWES can be used as a unidimensional measure for employee engagement. They also recommended the measure to be used *'in studies on positive organisational behaviour,'* (p. 701). Employee response is measured using the 5-points Likert scale. The items of the measure are in Table 3.11 below.

Table 3.11: **Items: UWES-9**

No.	Questions
1.	At my work, I feel bursting with energy.
2.	At my job, I feel strong and vigorous.
3.	I am enthusiastic about my job.
4.	My job inspires me.
5.	When I get up in the morning, I feel like going to work.
6.	I feel happy when I am working intensely.
7.	I am proud of the work that I do.

8.   I am immersed in my work.

9.   I get carried away when I am working.

Table 3.12: **Different Scales - Employee Engagement**

Serial	Measure	Authors	Description
1.	UWES	Schaufeli, Salanova, González-Romá, and Bakker (2002)	9 – 17 items
2.	Q^{12}	Harter, Schmidt, & Hayes (2002)	12 items, Gallup Organisation, copyrighted
3.	Disengagement (Subscale of OLBI)	Demerouti, Bakker, Vardakou, and Kantas (2003)	Commonly used 8 items
4.	Shirom-Melamed Vigor Measure (SMVM)	Shirom (2004)	14 items
5.	Psychological engagement	May, Gilson, and Harter (2004)	13 items based on Kahn (1990)
6.	Job engagement and organisational engagement	Saks (2006)	5 items for job engagement and 6 items for organisational engagement based on Kahn (1990)
7.	JES	Rich, LePine, and Crawford (2010)	18 items based on Kahn (1990)

Perceived Supervisor Support (Moderator Variable)

Most of the researchers have used a perceived supervisor support instrument based on a questionnaire developed for Survey of Perceived Organisational Support (SPOS). The questionnaire for SPOS developed by Eisenberger *et al.* (1986). Eisenberger *et al.* (2002) noted that Rhoades, Eisenberger, and Armeli (2001) and others replaced the word *organisation* with the *supervisor* in the items developed for SPOS and used a short questionnaire to measure perceived supervisor support. Four items questionnaire created out of SPOS by Rhoades, Eisenberger, and Armeli (2001) is widely used to measure perceived supervisor support by the researchers (e.g. Cole, Bruch and Vogel, 2006; Lapalme, Tremblay and Simard, 2009; Guchait and Back, 2016; Mylona

and Mihail, 2019; Afzal *et al.*, 2019). Few recent studies that used the said scale to measure perceived supervisor scale are at Table 3.13.

Table 3.13: **Articles that Used Perceived Supervisor Support Scale**

Serial	Authors	Title	Likert Scale	Reliability
1.	Dai, Y.-D. et al. (2018)	To help or not to help: antecedents of hotel employees' organizational citizenship behavior	7	α = 0.92
2.	Birkeland, I. K., Richardsen, A. M. and Dysvik, A. (2018)	The role of passion and support perceptions in changing burnout: A johnson-neyman approach	7	α = 0.90
3.	Afzal, S. et al. (2019)	The impact of perceived supervisor support on employees' turnover intention and task performance: Mediation of self-efficacy	5	α = 0.86
4.	Ghosh, P. et al. (2019)	Turnover intention among liquid knowledge workers: a study of Indian insurance professionals	5	CR = 0.850
5.	Mylona, E. and Mihail, D. (2019)	Exploring Public Employees' Motivation to Learn and Develop in Turbulent Times. The Role of Perceived Support and Organizational Commitment	7	α = 0.83
6.	Okpozo, A. Z. et al. (2017)	Investigating the impact of ethical leadership on aspects of burnout	6	α = 0.88
7.	Guchait, P. and Back, K. J. (2016)	Three country study: impact of support on employee attitudes	7	α = 0.80
8.	Cheng, C.-Y. et al. (2015)	When do subordinates commit to their supervisors? Different effects of perceived supervisor integrity and support on Chinese and American employees	7	α = 0.90 (Taiwanese) α = 0.91 (American)
9.	Kuvaas, B., Dysvik, A. and Buch, R. (2014)	Antecedents and employee outcomes of line managers' perceptions of enabling HR practices	5	α = 0.91
10.	Campbell, N. S. et al. (2013)	All you need is .. resources: The effects of justice and support on burnout and turnover	5	α = 0.89

Note. Composite Reliability = CR, Cronbach alpha = α

The four items measure created by Rhoades, Eisenberger, and Armeli (2001) is used in this study. The response is measured using the 5-points Likert scale. The items of the measure are in Table 3.14 below.

Table 3.14: **Items: Perceived Supervisor Support Scale**

No.	Questions
1.	My supervisor cares about my opinions.
2.	My work supervisor really cares about my well-being.
3.	My supervisor strongly considers my goals and values.
4.	My supervisor shows very little concern for me. (R)

3.9   **Pre-Test and Pilot Test**

A pre-test or pilot testing of the questionnaire is an important step that needs to be complied with. It helps the researcher in determining that the items or questions included in the instrument are appropriately worded, correctly understood by the participants and suitably responded by them (Sekaran and Bougie, 2016). For the purpose of the pilot testing, data is collected from a small number of participants. Hair et al. (2014) and Sim and Lewis (2012) advocate that about fifty participants should be there for pilot testing of the questionnaire. This study also seeks to collect data from about fifty participants.

Related with the concept of pilot testing of the questionnaire is the concept of a pilot study. It is conducting a research study on a small scale. Such an exercise helps in determining the suitability of the method adopted for the conduct of the research. It helps in improving the questions as discussed in the preceding paragraph. It also facilitates in identifying serious mistakes in the research process, especially in experimental research, which hinges on the relationship between the study variables (Zikmund et al., 2009). Zikmund et al. (2009) (p. 362) noted that pretesting of questionnaire helps in:

  a. *Does the questionnaire flow naturally and conversationally?*
  b. *Are the questions clear and easy to understand?*
  c. *Can respondents answer the questions easily?*
  d. *Which alternative forms of questions work best?*

In light of the advice by Bell, (2005, p. 147 & 148) answer to the following questions is sought in the pilot study.

a. How much time it takes to complete the survey?
b. Are the guidelines clear and well understood?
c. To check that questions are clear and well understood.
d. The questions should be such that respondents should have no objection answering the questions.
e. Major topics should be covered.
f. Layout of the questionnaire should be clear and appealing.
g. Any other observation.

For pilot testing, questionnaires are served to about fifty participants. Their responses are analysed to identify designing errors in the questionnaires like vague questions, biasedness, double-barrel questions, etc. Accordingly, the questionnaires are refined. The improvements made would be scrutinised by at least two professor's experts in leadership and research methodology to determine that the improvements made in the questionnaires correspond to the required standards and there are no grammatical and typo errors.

3.10 Data Collection

In this study, primary data is collected using self-administered questionnaires. As a first step meeting with the HR managers of the IT companies, is organised. Formal permission to conduct the survey among the employees of the company is obtained and the HR managers are requested to provide the information of their employees for the conduct of simple random sampling. 3000 to 4000 employees of the IT companies are estimated to compiled. That constitutes the sampling frame. As discussed in para 3.7.5, 385 responses are required. There is substantial variation in the response rate when data is collected through personally delivered questionnaires, in-mail survey questions and online survey. Bakari and Hunjra (2017) report 25% of online survey, while Ahmad, Kalim and Kaleem (2017) report 49.7% in case of in-mail survey. The response rate is much higher for personally delivered survey questionnaire (Table 3.15) i.e. approximately 80%. While being extra careful working on 70% response rate 650 participants would be selected.

Table 3.15: **Response Rate: Pakistan**

Serial	Authors	Title	Journal	Response Rate
1.	Anjum, A. and Ming, X. (2018)	Combating toxic workplace environment: An empirical study in the context of Pakistan	Journal of Modelling in Management	89%
2.	Shah, M. and Abualrob, M. M. A. (2012)	eacher Collegiality and Teacher Professional Commitment in Public Secondary Schools in Islamabad, Pakistan	Procedia - Social and Behavioral Sciences	81.79%
3.	Farrukh, M., Lee, J. W. C. and Shahzad, I. A. (2019)	Intrapreneurial behavior in higher education institutes of Pakistan: The role of leadership styles and psychological empowerment's	Journal of Applied Research in Higher Education	80%
4.	Imran, N. et al. (2010)	Bullying of junior doctors in Pakistan: A cross-sectional survey	Singapore Medical Journal	82.3%
5.	Irfan, W., Siddiqui, D. A. and Ahmed, W. (2019)	Creating and retaining customers: perspective from Pakistani small and medium retail stores	International Journal of Retail and Distribution Management	87%

A covering letter explaining the purpose of the research and assuring confidentiality of the participants would be sent to each respondent. To maintain confidentiality, participants are not required to write their name or sign the questionnaire. Participants are given two weeks to fill the questionnaires. That afford them enough time to read and answer questions at their convenience.

3.11   Data Editing, Coding and Entry

Dates collected from the respondents in its original form is called raw data. It needs to be edited and coded before it is analysed. Editing is the process of checking that there are no omissions or missing values in the data. It is consistent and legible. After necessary editing, the data is ready for coding. Coding involves giving a numerical number to the edited data e.g. male = 1 and female = 2 etc. (Zikmund *et al.*, 2009). In the process, data is checked for errors, omissions, double entries, outliers and for correctness.

The process of coding involves giving numerical values to different categories e.g. for marital status different categories can be coding as, 1 = single, 2 = steady relationship, 3 = married for the first time, 4 = remarried, 5 = divorced/separated, 6 = widowed. A numerical value / alphabetic name is given to each item and variable. To keep track, it is recommended that a codebook should be maintained (Pallant, 2011). In the process, all the information is converted into numerical codes.

After coding, the data would be entered into Smart PLS software for statistical analysis. Based on the output, correlation, hypotheses testing, mediating and moderating effects would be calculated.

3.12   Data Analysis

3.12.1 Descriptive Statistics

Descriptive statistics are used to study the characteristics of the population of interest (Zikmund *et al.*, 2009). The descriptive analysis involves a study of central tendency and dispersion of the data. The most common methods used to measure central tendency in business research is to study the mode, median, and mean. The mode is the value which occurs repeatedly in the sample. Median presents the mid-point once the data is ranked and mean is the mathematical average (Saunders, Lewis and Thornhill, 2016). Dispersion or variability describes how the data is dispersed around the central tendency. Common methods used to express dispersion are interquartile range, variance, and standard deviation. The inter-quartile range is the process of dividing the data into four quartiles. The median divides the data into two equal parts. It is further divided into upper and lower quartiles. Each quartile accounting for twenty-five per cent of data. The inter-quartile range represents the middle two quartiles or the middle 50% data (Anderson *et al.*, 2017). Variance is the measure of dispersion or variability that is based on complete data. It presents the difference between the *'value of each observation and the mean'* (Anderson *et al.*, 2017, p. 119). Standard deviation explains the degree of spread of data around the mean. It is defined as, *'the positive square root of the variance,'* (Anderson *et al.*, 2017, p. 120).

Descriptive statistics is used to study the characteristics of the population of the research sample. It is used to determine the number and percentage of male and female participants, their ages, education, marital status, and other applicable background information. The information helps in understanding the participants and determining the exact context of the study.

3.12.2 Testing Assumptions

Linearity

'Linearity refers to the degree to which the change in the dependent variable is related to the change in the independent variables,' (Saunders, Lewis and Thornhill, 2016, p. 548). The absence of linearity can be identified with the help of scatterplots of the variables and by studying the

residuals. Residuals depict an unexplained portion of the dependent variable. Elements that affect linearity include 'outliers' and the variables which violate the assumption of linearity. In this study, to address the problem of linearity, outliers in the data are identified with the help of scatterplots. In case there are a limited number of outliers these are dropped (Hair *et al.*, 2014). In case the number of outliers is a substantial option of data transformation or creation of a new variable would be exercised (Hair *et al.*, 2014).

Multicollinearity

Multicollinearity is the *'extent to which a variable can be explained by the other variables in the analysis,'* (Hair *et al.*, 2014, p. 2). Multicollinearity implies high interrelationships between the variables, which makes it difficult to determine the effect of any single variable. The presence of a high correlation of approximately .90 or higher indicates multicollinearity. Hair *et al.* (2014) noted that in a bivariate correlation, a correlation of 0.70 can affect the regression estimates. They further illustrated that multiple correlations of .82 between dependent and the independent variable is considered high. In the case of a high correlation, the researcher may consider removing one of the highly correlated variables from the model.

Homoscedasticity

'Homoscedasticity refers to the assumption that dependent variable(s) exhibit equal levels of variance across the range of predictor variable(s),' (Hair *et al.*, 2014, p. 72). To fully explain the relationship between independent and dependent variables it is important that the values of the dependent variable should be equally dispersed corresponding to the values of the independent variable. If the values of the dependent variable are unequally dispersed in relation to the independent variable it is called heteroscedastic. In this study to identify heteroscedastic **'Levene's Test for Equality of Variances'** is conducted. Significance of .05 or less indicates heteroscedastic. If the value is more than .05 the data is considered to be having homoscedasticity. In this case, the scatterplot of the variable would look like a cigar along its length (Pallant, 2011). To address the problem of heteroscedastic data transformations is resorted to as explained by Hair *et al.* (2014).

Normality

Normality implies that the values of the variable are equally distributed around the mean of the variable and once plotted it present sa bell-shaped frequency pattern (Saunders, Lewis and Thornhill, 2016). The normality of a variable can be determined with the help of data or by inspecting graph. Abnormal data presents skewness or kurtosis. In a skewed data, the mean of the data is not in the centre of the distribution. The data can be right or left-skewed. Kurtosis relates to how the data peaks. In kurtosis, the data is presented as a thin tall peak, or it is flat. In a normal distribution, the values of skewness and kurtosis are zero (Tabachnick and Fidell, 2013). In this study, a univariate normality test would be conducted to ascertain the normality of the variables. In the case of normality assumption is not met, data transformation would be resorted to as explained by Hair *et al.* (2014).

3.12.3 Structural Equation Modelling (SEM)

SEM is a second-generation method that is used for data analysis. First-generation data analysis tools comprised of univariate and bivariate analysis to understand the relationship between the variables. Multivariate analysis a second-generation data analysis technique that is adopted in 1990s (Hair *et al.*, 2014). In multivariate analysis number of variables can be simultaneously analysed using statistical methods. The use of this sophisticated technology is made possible by the availability of the computer. SEM embodies statistical methods needed to study the relationship between multiple independent and dependent variables. With the help of SEM causal modelling, causal analysis, simultaneous equation modelling can be conducted.

SEM can analyse multiple variables linked in a complex relationship. That meets the requirement of the present-day researchers. It is one of the reasons that SEM is adopted as a preferred tool to study relationships in quantitative research. The secondly, it caters for measurement errors while analysing the data. The next reason for the recognition of SEM is its ability to analyse advanced theoretical models e.g. multiple-group SEM models, multilevel SEM models, and the ability to test main and interaction effects. Finally, SEM program is user-friendly. Most of the researchers can use this program with little training.

It must be noted that *'restriction of range in the data values, missing data, outliers, nonlinearity, and nonnormality of data affect the variance-covariance among variables and thus affect the SEM analysis,'* (Schumacker and Lomax, 2004, p. 34). It is important that data should have no missing

values. It must be checked for outliers, linearity, normality, etc. before conducting analysis using SEM.

3.12.4 **Partial Least Squares - Structural Equation Modelling (PLS-SEM)**

PLS-SEM is introduced as an alternative approach to SEM. PLS-SEM software is used in a number of disciplines to include business and social sciences. PLS-SEM has certain advantages over Covariance-Based Structural Equation Modelling (CB-SEM). That is that it can function with small data set, when the data is nonnormally distributed and when the models are complex (Hair et al., 2014). Latan and Noonan (2017) noted that PLS-SEM has matured to the extent that instead of being considered as an alternative to CB-SEM it is recognised as software capable of meeting research needs. Hair et al. (2014) and Hair *et al.* (2017) identified conditions for the use of PLS-SEM and CB-SEM, which are enumerated as under:

Conditions for Use of PLS-SEM (Hair *et al.,* 2017, p. 444)
    a. *The research objective is exploratory, or confirmation of theory based on total variance.*
    b. *The objective of the analysis is prediction.*
    c. *The measurement philosophy is estimation with the composite factor model using a total variance.*
    d. *The research objective is to explain the relationships between exogenous and endogenous constructs.*
    e. *The structural and/or measurement models are complex (many constructs = 6+ and many indicators = 50+).*
    f. *Formatively measured constructs are specified in the research.*
    g. *The preferred method when the sample size is small (n < 100). But PLS is also an excellent method for larger samples.*
    h. *The data are not normally distributed.*
    i. *The scaling of responses is ordinal or nominal.*
    j. *The data is secondary/archival, particularly single-item measures.*
    k. *The research objective is to use latent variable scores in subsequent analyses.*
    l. *The structural model will be estimated with a higher-order construct that has only two first-order constructs.*

m. *The analysis involves a continuous moderator.*

n. *The investigation will examine the model for unobserved heterogeneity.*

Conditions for Use of CB-SEM (Hair *et al.,* 2017, p. 444)

a. *The research objective is confirmation of well-developed structural and measurement theory based on common variance.*

b. *The measurement philosophy is estimation with the common factor model using only the common variance (covariances).*

c. *The research requires a global goodness-of-fit criterion.*

d. *The error terms require an additional specification, such as covariation.*

e. *The structural model specifies non-recursive relationships.*

f. *The structural and/or measurement models are simple (5 or fewer constructs and 50 or fewer indicators).*

PLS Path Models

PLS path modelling represents the SEM process capable of performing factor models and composite models for construct measurement, estimate recursive and non-recursive structural models, and conduct tests of model fit. PLS path model constitutes of two sets of linear equations i.e. measurement model (outer model) and the structural model (inner model). The working of PLS-SEM as explained by Henseler, Hubona, and Ray (2016) is stipulated below.

Measurement Model

The measurement model refers to the link between the observed indicators and the construct. It is defined as, *'a structural model connecting latent variables to one or more measures or observed variables,'* (Bollen, 1989, p. 182). It involves the assignment of indicators to the constructs and decisions regarding factor or composite model. In the factor model, it is assumed that the variance of the indicators can be explained with the help of the unobserved variable and individual random error. The composite model assumes that covariation in a set of indicators is explained by a common factor (Henseler, Hubona and Ray, 2016). It is noted that measurement models in PLS seem to be less exhaustive. It is so because certain measurements are implicit and are not reflected in the diagram.

In this study, for instance, the measurement model or factor model for servant leadership will comprise of the questions i.e. items or indicators and the construct of servant leadership. If this measurement model exhibits a minimum acceptable level of reliability and validity it is only then that the structural model will calculate meaningful results. It is important to note that PLS path modelling results can be seen for the overall model as well as for the measurement model and the structural model. Any error in the measurement and structural model can be identified by conducting the test of model fit. It is only when the measurement model is considered fit, the structural model can be analysed.

Structural Model

The structural model represents the relationship between the constructs or variables. Structural models are theory-based and are designed to answer research questions / for hypotheses testing. The path specified in the PLS model with the help of arrows indicates the relationship between the constructs. These constructs include exogenous and endogenous constructs. Exogenous constructs or variables are independent of the model and are not explained by other constructs in the model. And as such no arrow points towards exogenous variables. Endogenous constructs are to some extent explained by other variables in the model and therefore, at least one arrow points towards them. The arrows indicate the linear relationship between the constructs. It is the strength and direction of the relationship between the variables that will determine the acceptance or rejection of the hypotheses.

PLS has the capacity to evaluate measurement, structural and complete model. However, as a first step measurement model should demonstrate adequate reliability and validity. Moreover, the test for model fit can be used to identify an anomaly in the structural model (Henseler, Hubona and Ray, 2016).

Diagrammatic Representation of PLS Path Model

PLS path model is diagrammatically presented by Henseler, Hubona, and Ray (2016) to explain the concepts of the exogenous construct, endogenous construct, factor model, composite model, and structural model. The same is reproduced below in Figure 3.3 for the ease of assimilation.
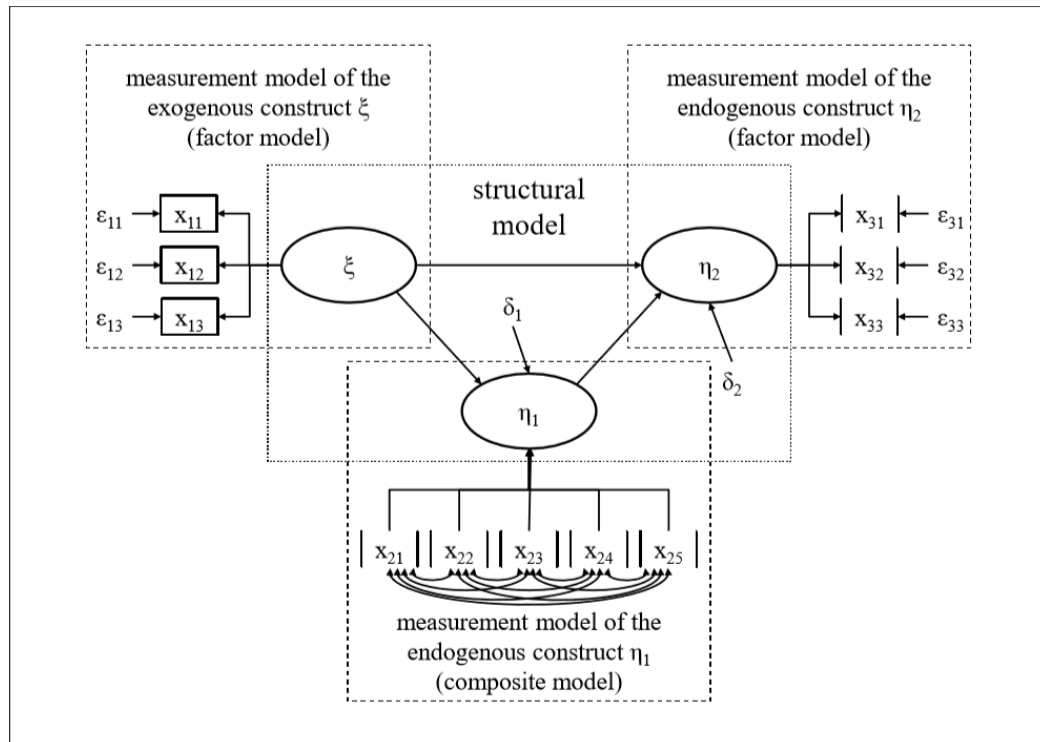
Figure 3.3: **PLS path model**

Source: Henseler, Hubona, and Ray (2016)

3.12.5 **Reliability and Validity Testing**

Reliability

Reliability refers to the consistency of results. A measure is regarded as reliable if it accrues stable or similar results every time it is served (Saunders, Lewis and Thornhill, 2016). In this study, the reliability of the instruments is ascertained using Smart PLS-SEM. Cronbach's alpha and composite reliability are used to measure the internal consistency of the instruments. Cronbach's alpha is based on the inter-correlation between the items of the variables. The composite reliability does not assume that all items are equally reliable and prioritizes them according to their reliability. This method is more suited to PLS-SEM. The factor loading of each item can be observed in the outer model or measurement model of PLS-SEM. Hair, Ringle, and Sarstedt (2011) noted that preferably the standardized loading of each item should be more than 0.70. However, items having loading between 0.40 and 0.70 may be removed if by removing the item the overall reliability of the scale improves.

Validity

The validity of a scale means that the questionnaire measures the construct that it is designed to measure (Hair, Jr., 2016). Different types of validities are discussed in the preceding paragraphs.

Content Validity

It is also known as face validity. In content validity, the scale is reviewed by the experts to ascertain that the items can measure the construct they are designed to measure. In this, it is assessed that the items of the scale cover all the dimensions of the construct desired to be measured and the items are suitably worded. However, only content validation is considered inadequate for the validation of a measure (Hair, Jr., 2016). For this study scales used for data collection is evaluated by an expert from Malaysian university and an expert from Pakistani university. It is so because the data is planned to be collected from Pakistan, therefore, an expert from Pakistan is in a better position to advise on the content validity of the instrument being more aware of local culture.

Criterion-Related Validity

Criterion-related validity is also known as predictive validity. It refers to the ability of the questionnaire to correctly forecast behaviours and attitudes. For example, if a questionnaire is designed to predict the buying behaviour of the customers. Criterion-related validity of the questionnaire is established if the actual buying behaviour corresponds to the findings of the research questionnaire. Hair, Jr (2016) explained that criterion validity implies that an instrument performs as expected in relation to other variables. They further explained that theoretically, a committed employee should also exhibit job satisfaction. In this situation, the criterion validity of the two constructs is established if the two constructs are positively and significantly correlated. In this study, the criterion validity of the constructs is established if the relationship between different variables corresponds to the theoretical relation between the variables.

Construct Validity

Construct validity is the degree to which questions in a sale measure the construct these are designed to measure (Saunders, Lewis and Thornhill, 2016). For construct validation, both theories as well as measuring instruments are evaluated (Cooper and Schindler, 2014). For construct validation, convergent and discriminant validity of the measurement instrument is checked.

Convergent Validity

A construct is said to have convergent validity if the items of the construct show a high percentage of common variance (Hair *et al.,* 2014). Convergent validity can be assessed with the help of factor loadings, Average Variance Extracted (AVE) and reliability. In context to factor loading, Hair *et al.* (2014) noted that it should be more than .5 and ideally it should be .7 or more. AVE of .5 or more is considered as a sign of adequate convergence. Reliability is also considered as a gauge of convergent validity. Acceptable level of reliability is between .6 and .7, however, .7 or more is considered as good reliability. Higher reliability indicates better convergent validity. In this study, while using PLS-SEM convergent validity is assessed with the help of AVE. The value of AVE greater than .5 indicates good convergent validity of the constructs.

Discriminant Validity

When different scales are used to measure different constructs, in such a situation lack of correlation between the two scales represents discriminant validity between the two scales. Discriminant validity indicates that the two scales are independent of one and other (Hair *et al.,* 2014). Using PLS-SEM, discriminant validity is ascertained by examining cross-loadings and through the comparison of the square roots of the AVE values and Pearson correlation between the variables. The elements of a construct should have higher factor loading on the respective constructs than on other constructs. Secondly, as per the Fornell-Larcker criterion, the square root of the AVEs should be more than the correlation between the constructs.

3.12.6 Model Evaluation

Important factors that is considered during model evaluation as specified by Hair, Ringle, and Sarstedt (2011) are enumerated as under:

Reflective Measurement Model
   a. Internal consistency reliability: higher than 0.70 (0.60 to 0.70 is deemed appropriate in exploratory research).
   b. Indicator reliability: Item loadings should be higher than 0.70.
   c. Convergent validity: Average Variance Extracted (AVE) higher than 0.50.

d. Discriminant validity: AVE as per Fornell–Larcker criterion. An item loading should be higher than all its cross-loadings.

Structural Model

a. R² values of 0.75, 0.50, or 0.25 for the dependent variable would be considered as substantial, moderate, or weak, respectively.

b. Bootstrapping (5000) is used to assess the significance of path coefficients. Critical t-values for a two-tailed test are 1.65 (significance level = 10 percent), 1.96 (significance level = 5 percent), and 2.58 (significance level = 1 percent).

c. **Predictive relevance**: D values should be between 5 and 10. Resulting Q² values more than zero suggests the independent variable can predict the dependent variable.

3.12.7 **Mediation Analysis**

Mediation analysis is conducted to study the effect of independent variables on the dependent variable through the intervening variable in a causal relationship (Baron and Kenny, 1986; MacKinnon, 2008; Miočević, 2019). MacKinnon (2008) explained that in a causal sequence *"antecedent variable affects a mediating variable, which in turn affects a dependent variable"* (p. 313). Mediation is understood in terms of direct effect and indirect effect. The direct effect represents the relationship between independent and dependent variables. The indirect effect represents the effect of an independent variable on the dependent variable through the intervening variable. Hair *et al.* (2017, p. 287, 288) classified mediation as:

Direct-only nonmediation: *The direct effect is significant but not the indirect effect.*

No-effect nonmediation: *Neither the direct nor indirect effect is significant.*

Complementary mediation: *The indirect effect and the direct effect both are significant and point in the same direction.*

Competitive mediation: *The indirect effect and the direct effect both are significant and point in opposite directions.*

Indirect-only mediation*: The indirect effect is significant but not the direct effect.*

In this study smart PLS-SEM is used to test the mediation by employee engagement in the relationship between leadership styles and organisational commitment. To start with, it is ensured that the model meets the evaluation criteria for the assessment of the model i.e. convergent validity, discriminant validity, reliability, multicollinearity, R^2, etc. While testing mediation using Smart PLS-SEM bootstrapping (5000) is used instead of the Sobe test.

3.12.8 Moderation Analysis

When the strength and direction (in some cases) of the relationship between independent and dependent variables change due to the third variable the process is known as moderation (Hair *et al.*, 2017). To carry out moderation analysis with the help of Smart PLS-SEM the model must meet the overall evaluation criteria. In this study model is based on reflective measurements it should meet the criteria for internal consistency reliability, convergent validity, and discriminant validity. Smart PLS-SEM uses product indicator, orthogonalizing and two-stage approach for the creation of interaction term. In this study product indicator and orthogonalizing approach is used for the creation of interaction term reflective measurements that are used in the model. In this study effect size created by the moderator i.e. small, medium, and large effect sizes is determined by the values of 0.02, 0.15, and 0.35 respectively (Cohen, 1988).

3.13 Ethical Issues

The best research is where every individual participating in the research acts ethically and nobody is confronted with an ethical dilemma (Zikmund *et al.,* 2009). The guideline provided by Saunders, Lewis, and Thornhill (2016, p. 271) is followed in this study to meet ethical standards:

a. Honesty and impartiality would be maintained during data collection, analysis, and reporting.
b. Participants would be informed about the purpose of research.
c. Identity of the participants would be kept confidential.
d. Participation would be on voluntary bases.

e. Participants would be informed of the purpose of research and if they agree to participate, they would be given the questionnaire.

f. The assurance extended to the organisation and the individuals regarding confidentiality of their responses would be maintained.

g. Interests of individuals and organisations and legal requirements would be complied with.

It is important that everyone participating in the research process must conform to ethical standards spelt out for research (Sekaran and Bougie, 2016). Conformance with ethical values increases the confidence of the participating organisations and the respondents. Comfortable and well-committed participants contribute towards the quality of research.

3.14 **Chapter Summary**

The chapter outlined the process that is used to conduct the research. It covered in detail the research design, the philosophy adopted to conduct this research and strategy and approach adopted to execute the research process. The chapter covered in detail the population that is approached for data collection, data collection methodology, and the sample size that ought to be collected. Instruments used for data collect in are discussed in detail. Most appropriate instruments are selected. A complete process to establish reliability and validity of the instruments is outlined. Chapter comprehensively covers the methodology adopted for the conduct of this research.

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Organisational Commitment: Keywords

Serial	Keyword	Occurrences	Total Link Strength
1	Organizational Commitment	1290	3758
2	Job Satisfaction	349	1231
3	Turnover Intention	66	238
4	Organizational Citizenship Behavior	58	198
5	Transformational Leadership	52	167
6	Organizational Culture	51	170
7	Turnover Intentions	46	194
8	Job Performance	40	131
9	Perceived Organizational Support	40	146
10	Organizational Justice	38	141
11	Turnover	33	133
12	China	31	119
13	Leadership	27	77
14	Performance	27	91
15	Social Exchange Theory	27	107
16	Corporate Social Responsibility	26	81
17	Affective Commitment	25	83
18	Employee Engagement	24	80
19	Job Involvement	23	90
20	Employee Performance	22	67
21	Organizational Identification	22	74
22	Professional Commitment	21	69
23	Psychological Empowerment	21	61
24	Work Engagement	20	68
25	Human Resource Management	19	67
26	Organizational Citizenship Behaviour	19	74
27	Trust	19	70
28	Motivation	18	52
29	Organizational Performance	18	61
30	Organizational Trust	18	71
31	Empowerment	17	64
32	India	17	72
33	Internal Marketing	17	52
34	Occupational Commitment	16	49
35	Mentoring	15	48
36	Person-Organization Fit	15	48

37	Procedural Justice	15	62
38	Social Exchange	15	56
39	Ethical Climate	14	65
40	Leader-Member Exchange	14	48
41	Normative Commitment	14	53
42	Organizational Support	14	58
43	Psychological Contract	14	44
44	Emotional Intelligence	13	49
45	Malaysia	13	44
46	Continuance Commitment	12	49
47	Emotional Exhaustion	12	44
48	Employee Attitudes	12	54
49	Higher Education	12	36
50	Job Characteristics	12	40
51	Leadership Style	12	42
52	Personality	12	54
53	Ethical Leadership	11	38
54	HRM	11	37
55	Innovation	11	37
56	Training	11	43
57	Intention To Leave	10	31
58	Job Attitudes	10	46
59	Job Stress	10	36
60	Knowledge Management	10	39
61	OCB	10	42
62	Organizational Change	10	20
63	Organizational Learning	10	36
64	Public Service Motivation	10	25
65	Retention	10	39
66	Self-Efficacy	10	54
67	Structural Equation Modelling	10	42
68	Burnout	9	36
69	Career Satisfaction	9	34
70	Culture	9	35
71	Gender	9	49
72	Job Insecurity	9	27
73	LMX	9	30
74	Market Orientation	9	40
75	Power Distance	9	39
76	Quantitative	9	37
77	Servant Leadership	9	24
78	Supervisor Support	9	35
79	Collectivism	8	37

80	Compensation	8	29
81	Employee Commitment	8	37
82	Employee Turnover	8	37
83	Ethics	8	30
84	Intention to Quit	8	34
85	Job Commitment	8	40
86	Jordan	8	33
87	Justice	8	25
88	Knowledge Sharing	8	37
89	Organizational Citizenship Behaviors	8	21
90	Psychological Contracts	8	24
91	Quality of Work Life	8	33
92	Social Identity Theory	8	38
93	Taiwan	8	43
94	Work Motivation	8	27
95	Workplace Spirituality	8	25
96	Banking Sector	7	26
97	Career Development	7	22
98	Confirmatory Factor Analysis	7	27
99	Employees Behaviour	7	39
100	Human Capital	7	25

Authentic Leadership: Keywords

Serial	Keyword	Occurrences	Total Link Strength
1	Authentic Leadership	260	1050
2	Leadership	24	133
3	Psychological Capital	19	80
4	Work Engagement	15	62
5	Creativity	13	49
6	Transformational Leadership	13	59
7	Trust	13	61
8	Leadership Development	12	55
9	Authenticity	11	45
10	Affective Commitment	10	41
11	Job Satisfaction	9	37
12	Gender	7	29
13	Psychological Empowerment	7	28
14	Ethical Leadership	6	46
15	Organizational Commitment	6	21
16	Turnover Intention	6	22
17	Values	6	31
18	Identity	5	20
19	Mindfulness	5	26
20	Performance	5	17
21	Servant Leadership	5	34
22	Educational Leadership	4	24
23	Ethics	4	18
24	Followership	4	14
25	Psychological Safety	4	15
26	Task Performance	4	21
27	Academic Optimism	3	14
28	Authentic Followership	3	11
29	Autonomy	3	17
30	Behavioral Integrity	3	14
31	Commitment to Change	3	13
32	Culture	3	15
33	Ghana	3	15
34	Human Resource Management	3	14
35	India	3	15
36	Individual Performance	3	10
37	Innovative Work Behaviour	3	11
38	Job Performance	3	13

39	Jordan	3	12
40	Knowledge Sharing	3	14
41	Leader Effectiveness	3	14
42	Leader–Member Exchange	3	14
43	Mediation	3	12
44	Meta-Analysis	3	9
45	Multilevel Analysis	3	17
46	Nurses	3	17
47	Organizational Citizenship Behaviour	3	13
48	Organizational Culture	3	11
49	Organizational Identification	3	13
50	Organizational Learning	3	10
51	Psychological Contract Violation	3	14
52	Relational Authenticity	3	11
53	Self-Monitoring	3	13
54	Team Climate	3	13
55	Transactional Leadership	3	25
56	Advanced Statistical	2	12
57	Career Satisfaction	2	8
58	China	2	8
59	Customer-Oriented OCB	2	9
60	Cynicism About Change	2	9
61	Discourse	2	8
62	Diversity	2	8
63	Embodiment	2	9
64	Emotional Intelligence	2	7
65	Emotional Labor	2	8
66	Empathy	2	8
67	Employee Attitudes	2	10
68	Employee Creativity	2	8
69	Employee Engagement	2	9
70	Employee Performance	2	6
71	Empowerment	2	7
72	Engagement	2	7
73	Ethical Organizational Culture	2	20
74	Favouritism	2	14
75	Hotel Industry	2	9
76	HRD	2	6
77	Innovation	2	9
78	Intrinsic Motivation	2	9
79	Job Engagement	2	9
80	Knowledge Management	2	7
81	Leader-Member Exchange	2	7

82	Leadership Styles	2	6
83	Learning Goal Orientation	2	5
84	Mentees	2	10
85	Mentoring	2	10
86	Mentors	2	10
87	Moral Leadership	2	9
88	Narrative	2	7
89	Normative Commitment	2	13
90	OCB	2	8
91	Organizational Citizenship Behavior	2	9
92	Organizational Deviance	2	11
93	Organizational Identity	2	9
94	Pakistan	2	9
95	Personal Identification	2	8
96	Political Skill	2	9
97	Positive Leadership	2	12
98	Positive Organizational Scholarship	2	10
99	Positivity	2	8
100	Professional Development	2	13

Ethical Leadership: Keywords

Serial	Keyword	Occurrences	Total Link Strength
1	Ethical Leadership	430	1607
2	Leadership	33	148
3	Ethics	25	133
4	Ethical Climate	19	91
5	Organizational Citizenship Behavior	15	69
6	China	14	59
7	Work Engagement	14	61
8	Organizational Identification	13	60
9	Business Ethics	12	57
10	Corporate Social Responsibility	12	46
11	Job Satisfaction	12	56
12	Organizational Commitment	11	42
13	Transformational Leadership	11	71
14	Moral Identity	10	38
15	Social Learning Theory	10	48
16	Trust	9	39
17	Integrity	8	43
18	Job Performance	8	32
19	Servant Leadership	8	48
20	Social Exchange Theory	8	41
21	Affective Commitment	7	34
22	Psychological Empowerment	7	27
23	Authentic Leadership	6	46
24	Corporate Governance	6	32
25	Creativity	6	24
26	Ethical Culture	6	27
27	Knowledge Sharing	6	16
28	Leader-Member Exchange	6	22
29	Organizational Trust	6	23
30	Pakistan	6	26
31	Performance	6	37
32	Customer Orientation	5	20
33	Emotional Exhaustion	5	18
34	Intrinsic Motivation	5	17
35	OCB	5	19
36	Organizational Citizenship Behaviour	5	25

37	Quantitative	5	21
38	Social Capital	5	18
39	Trust in Leader	5	23
40	Unethical Behavior	5	20
41	Voice	5	19
42	Accountability	4	17
43	Employee Creativity	4	13
44	Ethical Decision Making	4	21
45	Firm Performance	4	13
46	Followership	4	15
47	Moral Disengagement	4	10
48	Organizational Deviance	4	17
49	Perceived Organizational Support	4	17
50	Responsibility	4	26
51	Responsible Leadership	4	18
52	Social Exchange	4	15
53	Spiritual Leadership	4	26
54	Task Performance	4	18
55	Turnover Intentions	4	23
56	Unethical Leadership	4	14
57	Workplace Bullying	4	16
58	Workplace Deviance	4	18
59	Behavioral Ethics	3	7
60	Bullying	3	19
61	Business Ethic	3	12
62	CEOs	3	13
63	Commitment	3	13
64	Conscientiousness	3	11
65	Conservation of Resources Theory	3	13
66	Core Self-Evaluation	3	13
67	Corporate Social Responsibility (CSR)	3	12
68	Deviance	3	10
69	Diversity	3	19
70	Emotional Labor	3	11
71	Employee Attitudes	3	7
72	Employee Commitment	3	15
73	Employee Voice	3	11
74	Ethical Behavior	3	13
75	Fairness	3	13
76	Gender	3	12
77	Governance	3	19
78	Guanxi	3	10
79	Helping	3	13

80	Institutional Theory	3	22
81	Interactional Justice	3	9
82	Job Embeddedness	3	12
83	Justice	3	15
84	Leadership Effectiveness	3	6
85	Leadership Ethics	3	21
86	LMX	3	11
87	Loyalty	3	19
88	Mindfulness	3	9
89	Moderated Mediation	3	13
90	Moral Manager	3	15
91	Moral Person	3	15
92	Organisational Citizenship Behaviour	3	22
93	Organizational Citizenship Behavior (OCB)	3	10
94	Organizational Citizenship Behaviors	3	11
95	Power	3	20
96	Procedural Justice	3	11
97	Prosocial Motivation	3	12
98	Retailing	3	10
99	Scale Development	3	22
100	Self-Efficacy	3	13

Servant Leadership: Keywords

Serial	Keyword	Occurrences	Total Link Strength
1	Servant Leadership	250	1117
2	Leadership	29	192
3	Transformational Leadership	20	143
4	Job Satisfaction	16	77
5	Organizational Commitment	9	36
6	Organizational Culture	9	58
7	Ethical Leadership	8	49
8	Scale Development	8	44
9	Leadership Development	7	30
10	Psychological Empowerment	7	29
11	Ethics	6	48
12	Organizational Citizenship Behavior	6	23
13	Spiritual Leadership	6	58
14	Trust	6	22
15	Work Engagement	6	24
16	Authentic Leadership	5	34
17	China	5	21
18	Employee Creativity	5	20
19	Engagement	5	34
20	Gender	5	32
21	Leader-Member Exchange	5	34
22	Organizational Identification	5	19
23	Organizational Performance	5	17
24	Performance	5	23
25	Quantitative	5	22
26	Turnover Intentions	5	23
27	Commitment	4	17
28	Core Self-Evaluations	4	16
29	Corporate Social Responsibility	4	26
30	Emotional Intelligence	4	17
31	Ethical Climate	4	16
32	Higher Education	4	20
33	Hospitality Industry	4	15
34	Meta-Analysis	4	19
35	Psychological Safety	4	16
36	Public Service Motivation	4	15
37	Service Climate	4	17

38	Strategic Leadership	4	45
39	Sustainability	4	46
40	Turnover Intention	4	14
41	Altruism	3	26
42	Compassionate Love	3	13
43	Culture	3	24
44	Customer Orientation	3	15
45	Emotional Exhaustion	3	12
46	Employee Engagement	3	19
47	Generation Y	3	25
48	Humility	3	14
49	Innovative Behavior	3	12
50	Intrinsic Motivation	3	11
51	Job Crafting	3	11
52	Knowledge Sharing	3	11
53	Leadership Style	3	22
54	Life Satisfaction	3	15
55	LMX	3	23
56	OCB	3	11
57	Organizational Structure	3	10
58	Perceived Employability	3	12
59	Perceived Organizational Support	3	12
60	Prosocial Motivation	3	14
61	Psychological Capital	3	15
62	Public Sector	3	11
63	Salespeople	3	15
64	Self-Determination Theory	3	12
65	Self-Efficacy	3	14
66	Service Quality	3	15
67	Sustainable Development	3	27
68	Thriving	3	11
69	Trickle-Down Model	3	13
70	Trust in Leader	3	12
71	Virtue Ethics	3	18
72	Work Performance	3	10
73	Affective Commitment	2	8
74	Affective Trust	2	8
75	Authenticity	2	15
76	Baldrige Award	2	30
77	Burnout	2	10
78	Business Ethics	2	18
79	Career Satisfaction	2	10
80	Career Skills	2	8

81	Character	2	17
82	Charismatic Leadership	2	13
83	Cognitive Trust	2	8
84	Corporate Responsibility	2	28
85	Corporate Sustainability	2	22
86	CSR	2	16
87	Customer Satisfaction	2	8
88	Customer Value	2	10
89	Empathy	2	10
90	Employee Satisfaction	2	4
91	Employees	2	20
92	Empowering Leadership	2	10
93	Ethical Climates	2	20
94	Followers	2	16
95	Globe	2	14
96	Grounded Theory	2	30
97	Group Performance	2	12
98	Helping Behavior	2	8
99	Hospitality	2	9
100	Hotel Employees	2	9

Employee Engagement: Keywords

Serial	Keyword	Occurrences	Total Link Strength
1	Work Engagement	750	2274
2	Employee Engagement	555	1547
3	Job Satisfaction	107	404
4	Job Engagement	75	230
5	Burnout	57	218
6	Transformational Leadership	56	187
7	Job Resources	55	230
8	Job Crafting	49	158
9	Organizational Commitment	46	152
10	Job Performance	42	141
11	Corporate Social Responsibility	39	129
12	India	36	160
13	Psychological Capital	34	120
14	Personal Resources	33	122
15	Human Resource Management	30	113
16	Self-Efficacy	29	105
17	Leadership	28	104
18	Performance	28	95
19	Turnover Intention	27	88
20	Job Demands-Resources Model	25	87
21	Perceived Organizational Support	24	81
22	Quantitative	24	112
23	Well-Being	24	84
24	Affective Commitment	22	83
25	Job Demands	22	97
26	Trust	22	107
27	Organizational Justice	21	82
28	Organizational Identification	20	81
29	Turnover Intentions	20	71
30	Authentic Leadership	19	59
31	Emotional Exhaustion	19	57
32	Human Resource Development	18	70
33	Internal Communication	18	71
34	Motivation	18	64
35	Organizational Culture	18	54

36	Performance Management	18	82
37	Retention	18	79
38	Task Performance	18	55
39	Ethical Leadership	17	52
40	JD-R Model	15	60
41	Malaysia	15	52
42	Mediation	15	58
43	Proactive Personality	15	54
44	Psychological Empowerment	15	48
45	Self-Determination Theory	15	49
46	Social Exchange Theory	15	63
47	Talent Management	15	63
48	Workaholism	15	46
49	Hotel Employees	14	50
50	Meaningful Work	14	49
51	Stress	14	68
52	Employee Performance	13	42
53	Employee Well-Being	13	48
54	Job Insecurity	13	42
55	Organizational Citizenship Behavior	13	45
56	Positive Psychology	13	47
57	Commitment	12	43
58	Diary Study	12	38
59	Emotional Intelligence	12	48
60	Organizational Performance	12	42
61	Procedural Justice	12	62
62	Turnover	12	57
63	Workplace Spirituality	12	44
64	Creativity	11	42
65	Employee Voice	11	37
66	Exhaustion	11	42
67	Gender	11	35
68	Job Design	11	38
69	Longitudinal Study	11	41
70	Organizational Change	11	42
71	Career Development	10	47
72	Distributive Justice	10	56
73	Employees	10	65
74	Human Resources	10	38
75	Job Characteristics	10	40
76	Organizational Citizenship Behaviour	10	37
77	Organizational Climate	10	33
78	Person-Job Fit	10	31

79	Psychological Contract	10	38
80	Service Climate	10	37
81	Supervisor Support	10	30
82	Career Satisfaction	9	32
83	China	9	35
84	Communication	9	33
85	Conservation Of Resources Theory	9	37
86	Leader-Member Exchange	9	25
87	Productivity	9	44
88	Psychological Safety	9	27
89	Servant Leadership	9	38
90	Culture	8	32
91	Employee Commitment	8	42
92	Engagement	8	33
93	Mindfulness	8	32
94	Organizational Engagement	8	39
95	Organizational Support	8	34
96	Person-Organization Fit	8	25
97	Psychological Climate	8	26
98	Resources	8	27
99	Social Support	8	32
100	Workplace Bullying	8	26

Perceive Supervisor Support: Keywords

Serial	Keyword	Occurrences	Total Link Strength
1	Perceived Supervisor Support	51	213
2	Perceived Organizational Support	19	88
3	Turnover Intention	5	20
4	Commitment	4	23
5	Organizational Citizenship Behavior	4	18
6	Burnout	3	14
7	Perceived Co-Worker Support	3	17
8	Quantitative	3	16
9	Affective Commitment	2	12
10	Commitment to The Supervisor	2	9
11	Emotional Exhaustion	2	11
12	Ethical Leadership	2	7
13	Human Resource Management	2	9
14	Job Satisfaction	2	8
15	LMX	2	7
16	Nurses	2	9
17	Organizational Commitment	2	7
18	Organizational Justice	2	7
19	Pay Contingency	2	12
20	Performance	2	12
21	Psychological Contract	2	9
22	Public Sector	2	9
23	Social Exchange	2	10
24	Turnover Intentions	2	11
25	Work Engagement	2	9
26	Advocacy	1	5
27	Affective Organizational Commitment	1	4
28	Age	1	4
29	Altruistic Organization Citizenship Behaviour	1	4
30	Antalya	1	4
31	Authentic Leadership	1	3
32	Bootstrapping	1	4
33	Career Motivation	1	3
34	Career Success	1	4
35	Change Evaluation	1	5

36	Change Management	1	5
37	Change Participation	1	5
38	China	1	5
39	Chinese And American Employees	1	4
40	Citizenship Behavior	1	3
41	Commitment to Change	1	4
42	Commitment to Supervisor	1	4
43	Commitment to the Customer	1	5
44	Competence	1	4
45	Counterproductive Workplace Behavior	1	5
46	Crisis Communication	1	4
47	Curvilinearity	1	4
48	Emotional Labor	1	3
49	Employee Intention to Stay	1	3
50	Employee Loyalty	1	5
51	Employee Trust	1	4
52	Employees Turnover	1	5
53	Engagement	1	5
54	Error Management	1	5
55	Ethical and Unethical Employee Behavior	1	5
56	Ethical Behaviors	1	6
57	Fun at Work	1	4
58	Future Volunteer Intentions	1	5
59	Gender and Diversity in Organizations	1	2
60	General Self-Efficacy	1	4
61	Greece	1	4
62	Grit	1	6
63	Harmonious and Obsessive Passion	1	4
64	High-Performance Work Systems (HPWS)	1	4
65	Hospitality Industry	1	3
66	Hospitality Managers	1	4
67	Hotel Enterprises	1	4
68	HR Implementation	1	5
69	HRM Practices	1	5
70	Humor	1	3
71	Idea Generation	1	4
72	Idea Implementation	1	4
73	Individual Initiative	1	5
74	Innovative Behavior	1	4
75	Insurance Professionals	1	7
76	Intention to Leave	1	3

77	Interactional Justice	1	4
78	Intra-Organizational Network Resources	1	5
79	Intrinsic Motivation	1	5
80	Involvement	1	5
81	Israel	1	7
82	Job Autonomy	1	5
83	Job Burnout	1	4
84	Job Demands-Resources Theory	1	5
85	Job Embeddedness	1	3
86	Job Performance	1	5
87	Justice	1	6
88	Knowledge Workers	1	5
89	Latent Growth Modeling	1	3
90	Leadership	1	3
91	Leader–Member Exchange	1	3
92	Line Managers	1	5
93	Liquid Knowledge Worker	1	7
94	Living a Calling	1	3
95	Longitudinal Analyses	1	4
96	Management	1	4
97	Management of Innovation	1	5
98	Mental Health	1	5
99	Moderating Effects	1	3
100	Motivation to Learn and Develop	1	4

Questionnaire to be Served for Main Study

Questionnaire

A research is being conducted to study the effect of authentic, ethical and servant leadership on organizational commitment. You are requested to please spare a few minutes and fill in the survey form. Your candid opinion will help in drawing correct inferences. Your response will remain anonymous and confidential.

Gender: ☐ Male   ☐ Female

Age: ☐ Less than 25   ☐ 25-30   ☐ 31-40   ☐ 41-50   ☐ 51- 60

Education: ☐ Intermediate   ☐ Bachelors   ☐ Masters   ☐ Doctorate

Job Hierarchical Level:

☐ Entry level   ☐ Line Manager   ☐ Middle Manager   ☐ Senior Manager

Experience (Current organization):

☐ Less than 5 yrs.   ☐ 6-10 yrs.   ☐ 11-15 yrs.   ☐ More than 15 yrs.

		Strongly Disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly Agree 5
1	My leader can tell if something work-related is going wrong. میرا رہنما بتا سکتا ہے کہ کام میں کچھ غلط ہو رہا ہے۔	1	2	3	4	5
2	My leader makes my career development a priority. میرا لیڈر میرے کیریئر کی ترقی کو ترجیح دیتا ہے۔	1	2	3	4	5
3	I would seek help from my leader if I had a personal problem. اگر مجھے ذاتی پریشانی ہو تو میں اپنے رہنما سے مدد لوں گا۔	1	2	3	4	5

		Strongly Disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly Agree 5
4	My leader emphasizes the importance of giving back to the community. میرا لیڈر اس بات پر زور دیتا ہے کہ برادری کی خدمت کی جائے۔	1	2	3	4	5
5	My leader puts my best interests ahead of his/her own. میرا لیڈر میرے مفادات کو اپنے مفادات پر ترجیح دیتا ہے۔	1	2	3	4	5
6	My leader gives me the freedom to handle difficult situations in the way that I feel is best. میرا لیڈر مجھے اس بات کی آزادی دیتا ہے کہ میں مشکل حالات سے اس طرح نپٹوں جس طرح میں بہتر محسوس کرتا ہوں۔	1	2	3	4	5
7	My leader would NOT compromise ethical principles in order to achieve success. میرا لیڈر کامیابی کے حصول کے لیے اخلاقی اصولوں پر سمجھوتہ نہیں کرتا ۔	1	2	3	4	5
Please share your feelings about the work that you are doing.						
8	At my work, I feel bursting with energy. کام کرتے ہوے میں اپنے آپ کو توانا محسوس کرتا ہوں۔	1	2	3	4	5
9	At my job, I feel strong and vigorous. میں اپنے آپ کو کام کے دوران مضبوط اور توانا محسوس کرتا ہوں۔	1	2	3	4	5
10	I am enthusiastic about my job. میں اپنی ملازمت کے بارے میں پرجوش ہوں۔	1	2	3	4	5
11	My job inspires me. میں کام کرنے کی خواہش محسوس کرتا ہوں۔	1	2	3	4	5
12	When I get up in the morning, I feel like going to work. جب میں صبح اٹھتا ہوں تو میرا کام پر جانے کا دل کرتا ہے۔	1	2	3	4	5
13	I feel happy when I am working intensely. شدت سے کام کرے ہوے مجھے خوشی ہوتی ہے۔	1	2	3	4	5

		Strongly Disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly Agree 5
14	I am proud of the work that I do. میں اپنے کام پر فخر محسوس کرتا ہوں	1	2	3	4	5
15	I am immersed in my work. میں پورے انہماک سے کام کرتا ہوں۔	1	2	3	4	5
16	I get carried away when I am working. کام کرتے ہوئے میں کام میں کھو جاتا ہوں۔	1	2	3	4	5
Keeping in mind CEO / General Manager of the Organization you work in, please answer following questions						
17	My leader says exactly what he or she means. میرا رہنما بالکل وہی کہتا ہے جو حقیقت میں وہ چاہتا ہے۔	1	2	3	4	5
18	My leader admits mistakes when they are made. میرے لیڈر سے جب غلطی ہو جائے تو اس کا اعتراف کرتا ہے ۔	1	2	3	4	5
19	My leader encourages everyone to speak their mind. میرا لیڈر ہر ایک کو اپنی سوچ مطابق بات کرنے کی حوصلہ افزائ کرتا ہے۔	1	2	3	4	5
20	My leader tells me the hard truth. میرا لیڈر سچ بولتا ہے۔	1	2	3	4	5
21	My leader displays emotions exactly in line with feelings. میرے لیڈر کے جذبات اس کے احساسات کی عکاسی کرتے ہیں۔	1	2	3	4	5
22	My leader demonstrates beliefs that are consistent with actions. میرا رہنما کے عقائد اور عمل میں ہم آہنگی ہے۔	1	2	3	4	5
23	My leader makes decisions based on his or her core values. میرا لیڈر اپنے بنیادی اقدار کے مطابق فیصلے کرتا ہے۔	1	2	3	4	5

		Strongly Disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly Agree 5
24	My leader asks me to take positions that support your core values. میرا لیڈر مجھے میری اقدار کے مطابق پوزیشن لینے میں مدد کرتا ہے۔	1	2	3	4	5
25	My leader makes difficult decisions based on high standards of ethical conduct. میرا رہنما اعلی اخلاقی اقدار کو مد نظر رکھتے ہوے مشکل فیصلے کرتا ہے۔	1	2	3	4	5
26	My leader solicits views that challenge his or her deeply held positions. میرا لیڈر وہ خیالات بھی سنتا ہے جو ان کے زاتی اقدار سے متصادم ہوں۔	1	2	3	4	5
27	My leader analyses relevant data before coming to a decision. میرا رہنما فیصلہ کرنے سے پہلے متعلقہ اعداد و شمار کا تجزیہ کرتا ہے۔	1	2	3	4	5
28	My leader listens carefully to different points of view before coming to conclusions. میرا رہنما کسی نتیجے پر پہنچنے سے پہلے مختلف نقطہ نظر کو غور سے سنتا ہے۔	1	2	3	4	5
29	My leader seeks feedback to improve interactions with others. میرا رہنما دوسروں کے ساتھ باہمی روابط کو بہتر بنانے کے لئے رائے مانگتا ہے	1	2	3	4	5
30	My leader accurately describes how others view his or her capabilities. میرا رہنما صحیح طور پر جانتا ہے کہ دوسرے اس کی صلاحیتوں کو کس طرح دیکھتے ہیں	1	2	3	4	5
31	My leader knows when it is time to re-evaluate his or her positions on important issues. میرے لیڈر کو معلوم ہے کہ کس وقت اسے اہم امور پر اپنے موقف کا دوبارہ جائزہ لینا چاہیے۔	1	2	3	4	5

		Strongly Disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly Agree 5
32	My leader shows he or she understands how specific actions impact others. میرے لیڈر کو معلوم ہے کہ اس کے اقدام دوسروں پر کس طرح اثر کرتے ہیں۔	**1**	**2**	**3**	**4**	**5**
33	I am willing to put in a great deal of effort beyond that normally expected in order to help this organisation be successful. میں اس تنظیم کی کامیابی کے لیے توقع سے کہیں زیادہ کوشش کرنے کے لنے تیار ہوں۔	1	2	3	4	5
34	I talk up this organisation to my friends as a great organisation to work for. میں دوستوں سے بات کرتے ہوے اپنی تنظیم کو ایک عظیم تنظیم کے طور پر پیش کرتا ہوں۔	**1**	**2**	**3**	**4**	**5**
35	I would accept almost any type of job assignment in order to keep working for this organisation. میں اس تنظیم میں شامل رہنے کی خاطر جو بھی کام مجھے دیا جائے گا کرنے کو تیار ہوں۔	1	2	3	4	5
36	I find that my values and the organisation's values are very similar. مجھے لگتا ہے کہ میری اقدار اور تنظیم کی قدریں ایک جیسی ہیں۔	**1**	**2**	**3**	**4**	**5**
37	I am proud to tell others that I am part of this organisation. مجھے دوسروں کو یہ بتانے ہوے فخرمحسوس ہوتا ہے کہ میں اس تنظیم کا حصہ ہوں۔	1	2	3	4	5
38	This organisation really inspires the very best in me in the way of job performance. یہ تنظیم کام کرنے کے سلسلے میں بہترین ترغیب دیتی ہے۔	**1**	**2**	**3**	**4**	**5**
39	I am extremely glad that I choose this organisation to work for over others I was considering at the time I joined. میں خوش ہوں کہ میں نے نوکری کرنے کے لیے اس تنظیم کو دوسری تنظیموں پر ترجیع دی تھی۔	**1**	**2**	**3**	**4**	**5**

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
		1	2	3	4	5
40	I really care about the fate of this organisation. میں واقعی اس تنظیم کا اچھا مستقبل چاہتا ہوں۔	1	2	3	4	5
41	For me, this is the best of all possible organisations for which to work. میرے لئے ممکنہ طور پر کام کرنے کے لیے یہ سب سے بہترین تنظیم ہے۔	1	2	3	4	5
Keeping in mind CEO / General Manager of the Organization you work in, please answer following questions						
42	My leader listens to what employees have to say. میرا لیڈر ملازمین کی باتیں سنتا ہے۔	1	2	3	4	5
43	My leader disciplines employees who violate ethical standards. میرا لیڈر اخلاقی معیار کی خلاف ورزی کرنے والے ملازمین کو نظم و ضبط سکھاتا ہے۔	1	2	3	4	5
44	My leader conducts his/her personal life in an ethical manner. میرا رہنما اپنی ذاتی زندگی اخلاقیات کے مطابق گزارتا ہے۔	1	2	3	4	5
45	My leader has the best interests of employees in mind. میرے قائد کی ملازمین کے بہترین مفادات پر نظر ہوتی ہے۔	1	2	3	4	5
46	My leader makes fair and balanced decisions. میرا لیڈر منصفانہ اور متوازن فیصلے کرتا ہے۔	1	2	3	4	5
47	My leader can be trusted. میرے لیڈر پر اعتماد کیا جاسکتا ہے۔	1	2	3	4	5
48	My leader discusses business ethics or values with employees. میرا لیڈر ملازمین کے ساتھ کاروباری اخلاقیات یا اقدار پر تبادلہ خیال کرتا ہے۔	1	2	3	4	5

		Strongly Disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly Agree 5
49	My leader sets an example of how to do things the right way in terms of ethics. میرا لیڈر مثال قائم کرتا ہے کہ اخلاقیات کے لحاظ سے چیزوں کو صحیح طریقے سے کیسے انجام دیا جائے۔	1	2	3	4	5
50	My leader defines success not just by results but also the way that they are obtained. میرا لیڈر کامیابی کو صرف نتائج سے نہیں بلکہ جس طریقے سے کامیابی حاصل کی گئ ہے اسے بھی دیکھتا ہے۔	1	2	3	4	5
51	My leader when making decisions, asks "what is the right thing to do?" میرا لیڈر فیصلے کرتے وقت پوچھتا ہے کہ "درست کیا ہے؟"	1	2	3	4	5
Keeping in mind your supervisor, immediate senior, team leader please answer following questions.						
52	My supervisor cares about my opinions. میرا سپروائزر میری رائے کواہمیت دیتا ہے۔	1	2	3	4	5
53	My work supervisor really cares about my well-being. میرے سپروائزر کو میری فلاح و بہبود کا خیال ہے۔	1	2	3	4	5
54	My supervisor strongly considers my goals and values. میرے سپروائزر کو میرے مقاصد اور اقدار کا خیال ہے۔	1	2	3	4	5
55	My supervisor shows concern for me. میرا سپروائزر میرا خیال رکھتا ہے۔	1	2	3	4	5