



RESEARCH PAPER

Impact of Transformational Leadership, Work Engagement, Helping Behavior on Job Performance: Evidence from Islamic Banks of Hyderabad, Pakistan

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ABSTRACT

Aim of this study is to examine the role of transformational leadership, work engagement and helping behavior on job performance in Islamic banks of Hyderabad, Pakistan. For achieving these objectives of study, cross-sectional data gathered from middle level employees through printed questionnaire. Total 250 printed questionnaires distributed out of which 200 printed questionnaires data cleaned and used for data analysis. Smart PLS version 3 used for analysis of data. Findings, of this study revealed all studied variables including transformational leadership, work engagement and helping behavior found to have positive and significant impact on job performance in Islamic banks of Hyderabad, Pakistan. However, the work engagement has impact that is more significant on job performance with respect to other independent variables due to higher beta value. Based on the limited knowledge of authors, this is a first study which attempted to identify the role of transformational leadership, work engagement and helping behavior on job performance in Islamic banks of Hyderabad, Pakistan.

KEYWORDS Helping Behavior, Job Performance, Transformational Leadership, Work Engagement

Introduction

The transformational leadership play a vital role for improving workers performance and helping behavior enhanced to great level (Zhu et al., 2013; Chun et al., 2016). This leadership style usually is responsible for the developing the self-efficacy among employees and exchange of ideas take place within organization (Hannah et al., 2016). The employees really get motivation from their leaders and major decisions including promotion and growth of individuals give a sense of ownership among employees. This style works as a positive sign within overall firm (Judge and Piccolo, 2004). In addition to this, a positive impact of helping behavior for motivation have been observed (Cerasoil et al., 2014). The work engagement is key element for better employee performance particularly in the service sector such as banking sector (Zhu et al., 2009). Work engagement is suggested by the Kahn, (1990), that the various aspects of employee such as emotionally, physically and cognitively are related to work engagement which as a result the better employee performance (Rich et al., 2010).

In past many studies verified the role of transformational leadership in context of proactive job behavior and job attitude among employees (Steinmann et al., 2018). Limited studies conducted in regard of work engagement, helping behavior and transformational leadership for better job performance (Khan and Khan, 2019). Moreover, the role of transformational leadership and helping behavior in order of examining the impact on job performance conducted in hospitality industry (Moin et al., 2020; Liang et al., 2017). Furthermore, a few researchers are carried in context of transformational leaders, work engagement and helping behavior for better job performance and organizational

commitment (Katou et al., 2020; Luo et al., 2019). Therefore, there is timely need of conducting the study on impact of transformational leadership, work engagement and helping behavior on job performance in Islamic banks of Hyderabad, Pakistan.

Present study contributions in the existing filed of knowledge in many ways. First, this is a study, which examine the impact of transformational leadership, work engagement and helping behavior on job performance. Second, little work conducted in regard of work engagement in Asian context with reference to job performance (Sungu et al., 2019; Ribeiro et al., 2018). Third, based on limited knowledge of authors no such study conducted in Islamic banks of Hyderabad, Pakistan.

Literature Review

Theoretical Support

The social exchange theory and job demands resource model explored the transformational leadership impact on employee performance (Katou et al., 2021; Cho et al., 2019). Moreover, employee engagement also supports the employee performance overall (Sungu et al., 2019). A recent study by Cho et al., (2019), positively affects employee performance. Furthermore, job demand-resource model emphasized the two work resources and job requirement lead to job satisfactions (Liu et al., 2020). In this model, work engagement and job performance are positively linked in this model.

Transformational leadership and job performance

According to Pillai and Williams (2004), the role of transformational leadership is important for developing suitable behavior of any employee within organization. The transformational leadership usually bring positive synergy among employees and create positive learning environment within firm in order to obtain firm's goals in real time (Morkevie et al., 2019). This leadership style leads to inspire the employees and as a result improved performance can be achieved (Jyoti and Bhau, 2015). The transformational leadership is also building a good team spirit among employees and keep them motivated (Bayraktar and Jimenez, 2020). Another recent study conducted by Buil et al., (2019), confirmed a positive relationship between transformational leadership and job performance. Thus, following hypotheses is suggested:

H1: Transformational leadership positively relate to job performance in Islamic banks of Hyderabad, Pakistan.

Work engagement and job performance

The past studies have suggested that the work engagement has positive relationship for job performance (Aldabbas et al., 2021; Li and Ling, 2007). The work engagement influence in an individual's behavior and outcome improved the job performance with helping behavior attitude among employees (Wang and Chen, 2020). Lastly, some studies also point out that the it is not necessary that always the work engagement bring positive results and better performances from employees due to unidentified reasons (Bouckenoghe et al., 2021). Therefore, results are mixed in regard of work engagement in past studies, so, in order to verify above results following alternative hypothesis is proposed.

H2: Work engagement positively relate to job performance in Islamic banks of Hyderabad, Pakistan.

Helping Behavior and Job Performance

The helping behavior is something not in any written form but this would help the employees for better productivity and job performance within firm. Therefore, this extra role of behavior helps to achieve organizational goals (Richter et al., 2006) and this helping

behavior can be said as the organizations' citizenship behavior (Organ et al., 2006). Furthermore, the helping behavior is voluntary in nature, it may or not be taken as an official recognition as the remuneration system so on (Organ et al., 2006). Helping behavior seems too positive for both an employee and overall organization (Bolino and Grant, 2016; Podsakoff et al., 2009).

H3: Helping Behavior positively relate to Job performance in Islamic banks of Hyderabad, Pakistan.

Material and Methods

This study is based on cross-sectional rules and data is collected from Islamic banks in Hyderabad, Pakistan. The non-probability type of convenience sampling used due to limited time and large number of Islamic banks of in targeted city. Moreover, a formal letter sent to HR manager of banks and data gathered from employee working at middle level are requested to fill the printed questionnaire in order to achieve the research objectives of present study. The questionnaire language is corrected from professor English language department, who is working in University of Sindh, Pakistan. Total 250 printed questionnaires distributed out of which 200 printed questionnaire data cleaned and used for data analysis.

Furthermore, the questionnaire is divided into various parts. Three items from each variable taken and total items were 12 in number including dependent variable and independent variables. Transformational leadership is taken from study of Philip et al., 1990. Items are "I feel a strong loyal to my leader", "My leader has a clear understanding of where we are going". The work engagement is adopted from research of Rich and Lepine (2010). Research items are "I work with intensity on my job, I am enthusiastic in my job", "At work, my mind is focused on my job". Helping behavior is taken from study of Dyine and Lepine (1998). Items are "This particular co-worker volunteers to do things for this work group, this particular co-worker helps orient new employees in this group and this particular co-worker attends functions that help this work group". Job performance also 3 items were taken from the study Farh et al., (1991). Research items are "I able to complete quality work on time, Assessment of my work speed or quantity of work and work outcomes perfect, free of error, and of high accuracy".

Results and Discussion

Convergent validity and Reliability

The present study's reliability and validity is presented in the Table 1. It can be identified that the all loading of items is greater than suggested value 0.50 (Hair et al., 2010). In addition, the value of average variance extraction is also greater than 0.50. The composite reliability and value of Cronbach alpha is also more than suggested value 0.70. Therefore, the convergent validity and reliability is obtained in the context of recommended values. In this regard, the hypothesis testing can be applied in order to achieve the research objectives of this study.

Table 1
Convergent Validity and Reliability

Construct	Research Items Coding	Items loading	Cronbach alpha value	Composite Reliability	AVE
Transformational Leadership	TL1	0.929	0.903	0.939	0.838
	TL2	0.926			
	TL3	0.890			
Work Engagement	WE1	0.943	0.919	0.949	0.861
	WE2	0.938			
	WE3	0.903			
Helping Behavior	HB1	0.936	0.918	0.948	0.858

	HB2	0.929			
	HB3	0.914			
Job Performance	JP1	0.945	0.944	0.964	0.900
	JP2	0.946			
	JP3	0.955			

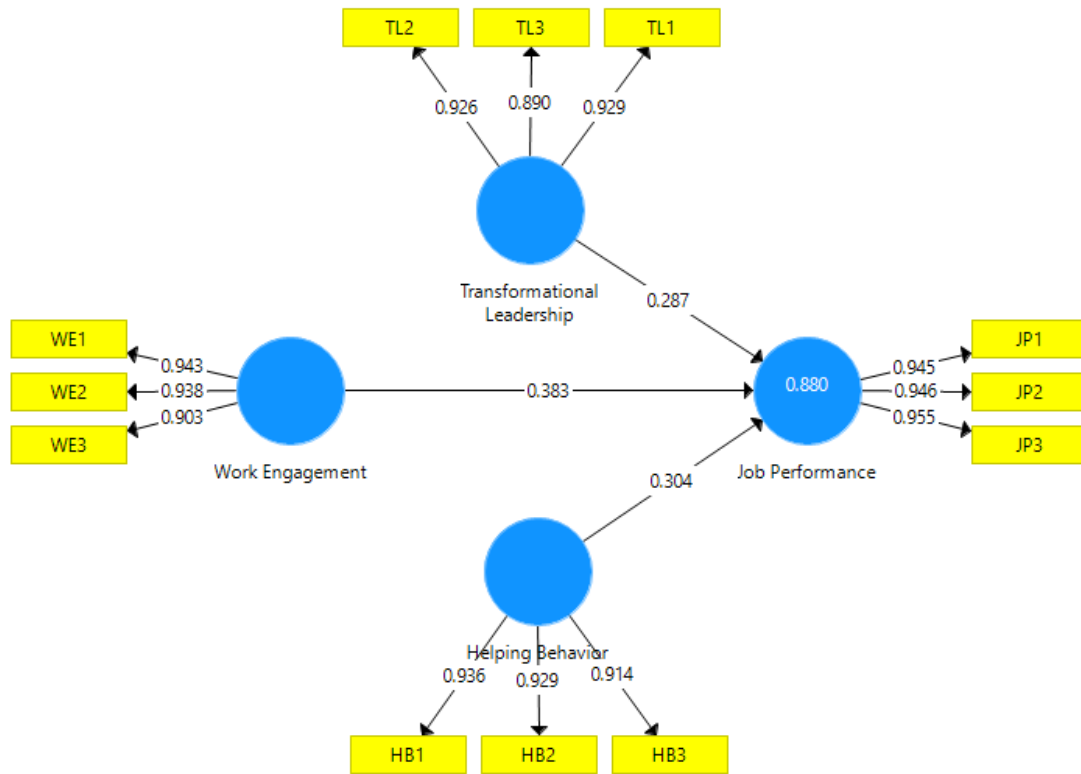


Figure 1: Model Fitness

Hypothesis Testing

Transformational Leadership and Job Performance

In the present study, the transformational leadership impact on job performance in Islamic banks of Hyderabad, Pakistan checked. The findings of this study revealed that there is a positive and significant impact of transformational leadership on job performance based on two values $\beta = 0.287$ and $t\text{-value} = 3.898$. In this regard, the suggested alternative hypothesis 1 is accepted and results are shown in the below Table 2.

Work engagement and Job Performance

In the present study, the work engagement impact on job performance in Islamic banks of Hyderabad, Pakistan checked. The findings of this study revealed that there is a positive and significant impact of work engagement on job performance based on two values $\beta = 0.383$ and $t\text{-value} = 4.826$. In this regard, the suggested alternative hypothesis 2 is accepted and results are shown in the below Table 2.

Helping Behavior and Job Performance

In the present study, the helping behavior impact on job performance in Islamic banks of Hyderabad, Pakistan checked. The findings of this study revealed that there is a positive and significant impact of helping behavior on job performance based on two values $\beta = 0.304$ and $t\text{-value} = 3.190$. In this regard, the suggested alternative hypothesis 3 is accepted and results are shown in the below Table 2.

Table 2
Multiple Regression analysis

Path effects	Path beta value	T-value	Remarks
Transformational Leadership and Job Performance	0.287	3.898	Accepted
Work engagement and Job Performance	0.383	4.826	Accepted
Helping Behavior and Job Performance	0.304	3.190	Accepted

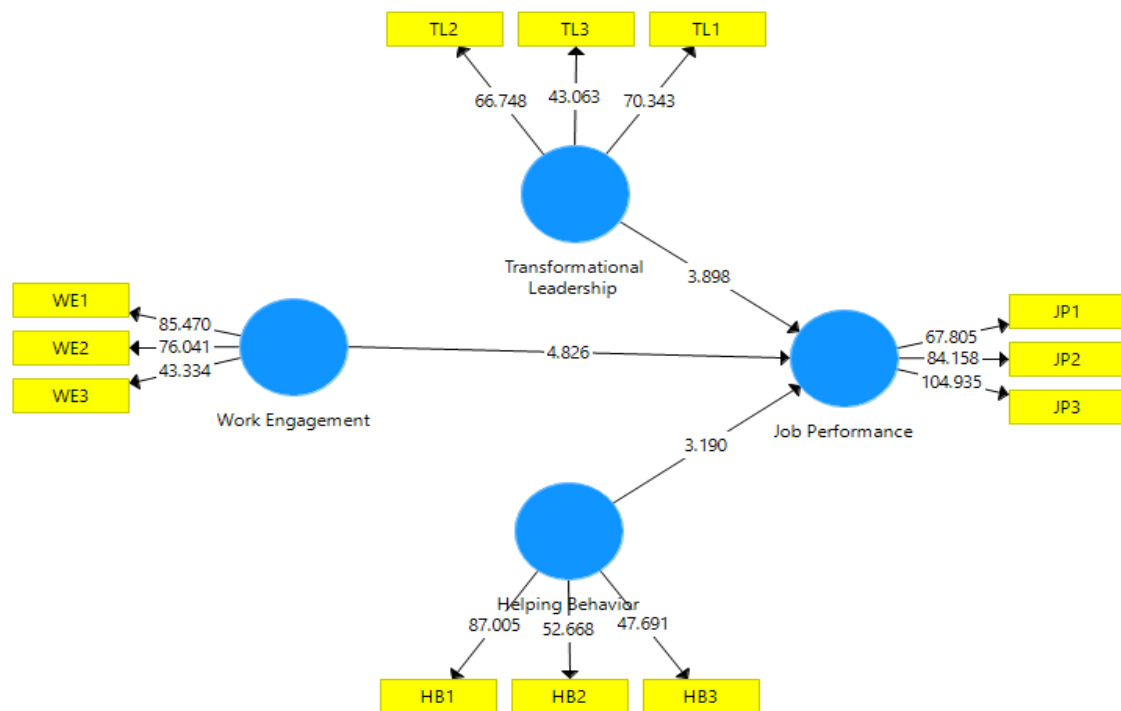


Figure 2: Regression Analysis

The present study confirmed positive and significant impact of transformational leadership, work engagement and helping behavior on job performance in regard of Islamic banks of Hyderabad, Pakistan. The past study also revealed same findings for role of transformational leadership and work engagement on job performance (Yang et al., 2020; Schwarz, 2017; Jena et al., 2018). In addition to this, work engagement, transformational leadership and helping behavior also play vital role in regard of outcome of employees (Buil, et al., 2019; Le and Lei, 2017).

Conclusion

The present study confirmed positive and significant impact of transformational leadership, work engagement and helping behavior on job performance in regard of Islamic banks of Hyderabad, Pakistan. However, the unique findings of present study is that the work engagement is found to have to more positive and significant impact on job performance in Islamic banks of Hyderabad, Pakistan due to higher beta value (0.383).

Present study is limited to only Islamic banks of Hyderabad, Pakistan. In future, both Islamic and conventional banks should be studied together in order to verify the existing findings of study. Second, this study limited to only middle level of employees. Third, a mediation effect to age and gender should be checked in the future.

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