Transformational Leadership, Job Embeddedness and Employee Empowerment: an Empirical Analysis of Manufacturing sector in Pakistan

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Abstract

The core purpose of the current study is to explore the relationships of transformational leadership and the job embeddedness through the potential mediation of employee empowerment. There are only few studies available in this field of knowledge and there is dire need of studying the behavior of current variables particularly in the local context. The study implies the use of PLS SEM with a data set of 300 employees from different manufacturing sector in Pakistan. This research reveals that the idealized influence has direct significant relationship with the job embeddedness. The relationships of Inspirational motivation and intellectual stimulation with job embeddedness are mediated by the employee empowerment. Furthermore, this research examines the relationships among the idealized influence, inspirational motivation, intellectual stimulation, individual consideration, job embeddedness and employee empowerment which have not been examined or tested before empirically. This explicitly marks the significance of the current study in local context.

Keywords- Employee empowerment, job embeddedness, idealized influence, inspirational motivation, intellectual stimulation, individual consideration

Introduction

Transformational leadership can be defined as the leadership styles which encourage and help the employees to achieve the collective goals. Transformational leadership inspires and motivates the employees by

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providing them innovative skills and knowledge about their work. They enhance their communication skills and built trust among them so that they should work efficiently

The relationship among the transformational leaders and job embeddedness is important to retain the employees in the organization so that they should not quit the job. Link of job embeddedness with the other variables such as deviance of the workplace, turnover, proactive behavior of the work, cohesion of group, commitment, performance, discretionary behaviors, advocacy employee (Collins & Mossholder, 2014; Muneer et al., 2014; Porter, 2015; Shweta Jaiswal Thakur, 2016; Akgunduz & Ceylin, Lyu & Zhu, Greene et al., 2017; Hussain & Deery, 2018; Riann Singh and Coetzer et al., 2019) has been checked but the relationship between the job embeddedness and transformational leadership is still unexplored. (Choi, Goh, Badrull, Adam, & Tan, 2020). There is a need to establish a link between transformational leadership and job embeddedness. so the current study seeks to examine the relationship by taking these as independent and dependent variable respectively.. According to Para-gonzález et al.,(2018) there is a need to examine the mediating role of the employee empowerment in the relationship of transformational leadership and the job embeddedness.

Literature review
Transformational leadership
Transformational leadership is the most important approach of leader's behavior which inspires their followers so that they create value to their organization (Sahu, 2017b). (Bui, Zeng, & Higgs, 2017; Mullen, Kelloway, & Teed, 2017) and (Qamar et al., 2013; Lorinkova & Perry, 2018; Marjolein C.J. Caniëls, Judith H. Semeijn, 2018) discussed the dimensions of TL include Idealized influence, intellectual stimulation, inspirational motivation, and individual consideration. TL and outcomes of the organization are connected with each other. TL and outcomes of the organization are directly related but TL and HR outcomes are indirectly related and there is no visible study showing their direct link. Transformational leaders give priority to each followers to attain the goals of the organization. And they encourage them in every way so that followers work hard accordingly.
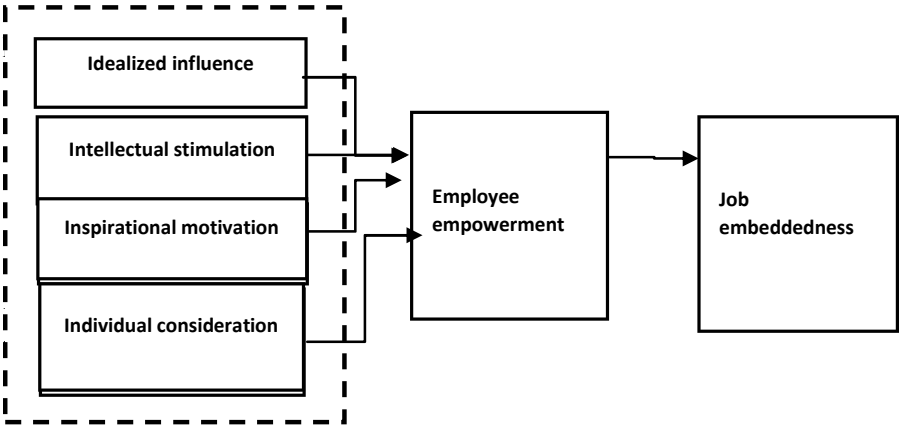
Job embeddedness
Job embeddedness refered to as an attachment of any person with his job (Lyu & Zhu, 2017). Coetzer et al., (2019) described the three dimensions of the JE as the fit, second was the sacrifice and third was the link. JE

have been divided into two further sub dimensions, first was the on the JE including the job and organization of the employee. Second was the off the JE including the family and community of employee (Hussain & Deery, 2018).

Employee empowerment
Literature showed that there was positive link between the empowerment of the employees and TL (Yildirim& Naktiyok, 2017). Transformational leaders give some authorities to their followers and allow them to involve in the decisions of the organization so that they takeactive part in the activities of the organization and do their work efficiently and achieve the goals of the organization (Yildirim & Naktiyok, 2017). Results of this study showed that there was a significant link between the empowerment and support of the organization.

Transformational Leadership

Industries in Pakistan but data have been collected from the 15 manufacturing industries. The current study implies the quantitative methodology and tends to use the simple random sampling technique to collect data from the selected manufacturing organizations in Pakistan. A total of 300 questionnaires were distributed and 272 were found to be properly filled with at response rate as 91 percent approximately. The questionnaire of this study has been adapted on the basis of literature discussion. In our model of research, all the variables are measured on the five- point Likert scale.

Results
Validity, reliability and Correlation
Table II. Descriptive and correlation matrix

		CA	CR	AVE	1	2	3	4	5	6
1.	I.I	0.662	0.819	0.694	1.00					
2.	I.M	0.656	0.773	0.635	.48**	1.00				
3.	I.S	0.785	0.863	0.760	.45**	.43**	1.00			
4.	I.C	0.759	0.854	0.746	.47**	.54**	.42**	1.00		
5.	E.E	0.622	0.756	0.509	.41**	.56**	.53**	.45**	1.00	
6.	J.E	0.733	0.796	0.569	.43**	.41**	.39**	.39**	.45**	1.00

Testing hypothesis

Results of the path relationship showed in the table III and results of the data illustrate the hypothesized relationship in the theoretical model. The idealized influence which is the first dimension of TL has significant relationship with the job embeddedness (β 0.210, p 0.001). The results of this hypothesis show when transformational leaders influenced their followers to work with their full effort then the job embeddedness level will high of their followers.

Table III. constructs of the structure model direct effects

Paths		P values	Standardized coefficient	t-Statistics
Idealized Influence →	Job Embeddedness	0.001	0.210	3.253
Inspirational Motivation→	Job Embeddedness	0.105	0.101	1.624
Intellectual Stimulation→	Job Embeddedness	0.658	-0.028	0.444
Individual Consideration→	Job Embeddedness	0.168	0.096	1.380
Idealized Influence →	Employee Empowerment	0.216	0.083	1.240
Inspirational Motivation→	Employee Empowerment	0.000	0.293	5.176
Intellectual Stimulation→	Employee Empowerment	0.000	0.355	5.658

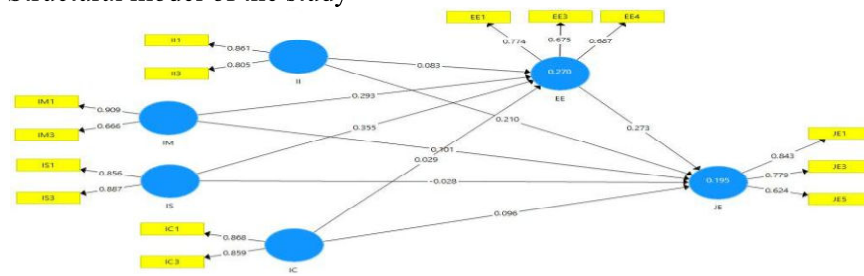| Individual Consideration→ Employee Empowerment | 0.651 | 0.029 | 0.452 |
| Employee Empowerment → Job Embeddedness | 0.000 | 0.273 | 3.801 |

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Structural model of the study

Figure 1:   The model with coefficients

There is insignificant relationship between the intellectual stimulation and job embeddedness with the value of (β −0.028, p 0.658) which means leaders motivate their employees and give them innovative ideas to perform their duties but employee could not get motivated and not satisfied from their pay scale or from their leaders because they could not get equal opportunities.

Inspirational motivation and intellectual stimulation has significant direct relationship with the employee empowerment with the value of (β 0.293, p 0.000) (β 0.355, p0.000) respectively. Employee empowerment and job embeddedness has significant relationship (β 0.273, p 0.000) it means when employee empowered with some autonomy then they feel valued and their embeddedness level increased.

The mediating effect of the employee empowerment on the relationship of dimensions of transformational leadership and job embeddedness tested by calculating the VIF values. There is significant relationship of inspirational motivation and intellectual stimulation with the employee empowerment (β 0.293, β 0.355) respectively it means there is mediation between the variable as shown in the table III. Then analyze what type of mediation exist between the relationships. There is partial mediation effect of the employee empowerment between the relationship of the inspirational motivation and the job embeddedness. And the VIF value of intellectual stimulation is the (VIF, 29) which means that there is also partial mediation because partial mediation range starts from (20-80).

Discussion
This research has investigated the mediating role of employee empowerment in the relationship of transformational leadership and job embeddedness. Specifically, hypotheses results show that idealized influence has significant link with the job embeddedness so H1a accepted but other dimensions of the transformational leadership have insignificant relationship with the job embeddedness so H1b, c, d rejected. But when analyzing the mediating effect of the employee empowerment on the transformational leadership and the job embeddedness then results showed that there has partial mediating effect of the employee empowerment on the inspirational motivation and the job embeddedness which means that transformational leaders motivate their employees to do their work with their full devotion but they could not get motivated properly.

Implications and the limitations
This study has many implications for the managers. First, the support of this study has been taken from hypothesis which has described that inspirational motivation and intellectual stimulation has positive and significant relationship with the job embeddedness through the mediating role of the employee empowerment which means the manufacturing industries should encourage, promote and appreciated the development and the existence of the transformational leadership. Second , this study has examined the relationship of the transformational leadership and job embeddedness so transformed leaders must have to improve the level of the job embeddedness of the employees because they are some issues which lead towards the lower level of the job embeddedness and the relationship between them become insignificant. As limitations in field of research are unavoidable. First, cross-sectional design used to collect the data from the respondent which could not determine the causality among the constructs even the PLS has been used in this research.So a longitudinal design study would help to analyze the better results in future (Tippins & Sohi, 2003).Second, data collected from the employees only with few questionnaires duly filled from their respective managers which could not represent the whole responses of the leaders properly so in future, data should be collected from the maximum number of transformational leaders which would enhance the significance of the results.

Conclusion and future research

In the organizations, leadership is very important. The aim of this research was to examine the relationship of the idealized influence, inspirational motivation, intellectual stimulation and individual consideration on the job embeddedness through the mediating role of the employee empowerment. These links can be established further to get the understanding about how the leaders could improve the performance of their employees' job embeddedness level.

For the future studies, there are different approaches which could be examined to analyze the relationships. First, future research should examine leadership effects on the job embeddedness of the employees by adopting other leadership styles such as transactional leadership, benevolent leadership or altruistic leadership. Secondly, we have examined the job embeddedness as a whole construct so it is suggested that on-the job and off-the job embeddedness which are the dimensions of job embeddedness, should be examined separately in the future research. Thirdly, other mediating variables could be examined in the future by extending this model such as psychological empowerment, commitment of the employees in the relationship of the transformational leadership and job embeddedness. Finally, this model with some modifications could be tested in the other industries such hospitality and health care industry.

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