

# Impact of Transformational Leadership on Employees' Extra Effort and Leader's Effectiveness: Moderating Role of Organization Type

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## Abstract

*Purpose:* This paper is based primarily on the theory of transformational leadership. Transformational leaders encourage the employees to put-in extra efforts in their work and believe that their leadership is effective. Prior research also suggests that organization type (public vs. private) could have a key role in affecting these relationships. The objective of this paper is two-fold. One is to understand the moderating role of organization type between transformational leadership and employees' extra effort. The other objective is to examine the moderating role of organization type between transformational leadership and the employees' perception of their leader's effectiveness.

*Design/methodology/approach:* The target population was the public and private sector organizations from the power industry. A sample comprising of 610 employees were surveyed that resulted in a usable sample of 364 employees. Step-wise regression analysis was carried out to test the hypotheses.

*Findings:* Results suggested that transformational leadership has a positive relationship with both the employees' extra effort and the leader's effectiveness. Also, it was discovered that organization type moderated the relationship between transformational leadership and the employees' extra effort as well as between transformational leadership and the leader's effectiveness.

*Research limitations/implications:* Transformational leadership plays an important role in affecting both leader's effectiveness and extra efforts. Whether the organization is private or public affects these relationships. Therefore, scholars need to take organization type as an important variable while predicting the relationships.

*Practical Implications:* The managers of the power industry in the public sector are encouraged to employ transformational leaders and train the employees on transformational leadership. It would help employees perceive that their leader is effective and would motivate them to put-in extra efforts at work.

*Originality/value:* To the best of researchers' knowledge, this study is one of its kinds to understand the moderating role of organization type in the relationships between transformational leadership and extra effort as well as between transformational leadership and effectiveness.

**Keywords:** Transformational leadership, Organization type, Effectiveness, Employees' perception of leader

## Introduction

The Indian power sector is not only expanding but also transforming at a high pace for achieving greater reliability and affordability (Aggarwal, 2016). Recently, India has climbed up from the 99<sup>th</sup> to the 26<sup>th</sup> spot in the World Bank's list of electricity accessibility in the year 2017 within a short span of three years (Press Trust of India, 2017). Despite such an achievement, more than 4,500 villages are still un-electrified. Indeed, it suggests a huge demand-supply gap in power (India Brand Equity Foundation, 2017). To meet the scarcity of power, almost 293 companies of global and domestic stature have recently committed to generate 266 Giga Watt of renewable power in the next five to ten years. Also, the government of India has set an ambitious target of generating 1,229.4 billion units (BUs) of electricity in the financial year 2017-18, up 50 BUs in the preceding year's target (IBEF, 2017). Seemingly, to achieve such a transformation, the managers of the power sector need to invest considerable time and efforts in coaching, caring, and providing a vision to their subordinates (Boer, Deinert, Homan, and Voelpel, 2016). Scholars term these leaders 'transformational leaders' because of their ability to channelize the energies of the subordinates to meet organizational objectives. However, their influence on subordinates' outcomes may be contingent upon the type of the organization (public vs. private) (Gupta, 2017). Researchers in the past have examined transformational leadership specifically in the context of power sector (Bambale, Shamsudin, and Subramaniam, 2012; Gaan and Gaan, 2014). Similarly, studies in the past have examined the relationship between transformational leadership and employee outcomes (Quintana, Park, and Cabrera, 2015; Mullen, Kelloway, and Teed, 2017; Banks, McCauley, Gardner, and Guler, 2016). Also, there are studies relating to transformational leadership in various Indian contexts (Rukmani et al., 2010;

Javidian and David, 2003; Sinha, 1984; Prabhakar, 2005). However, research that investigates the role of organization type in influencing the relationship between transformational leadership and the employees' extra effort and the perceived effectiveness of the leader in the Indian power companies is sparse. Based on the theory of transformational leadership, this research argues that transformational leaders would enable their employees to do extra effort to meet the ambitious goals of the company. Also, they would make their employees believe in the effectiveness of the leader. Moreover, the type of organization, private or public, would influence the strength of the aforementioned two relationships.

## Literature Review and Hypotheses Development

Transformational leadership is one of the most extensively researched topics in the leadership literature in the past few decades (Antonakis, Bastardoz, Liu, and Schriesheim, 2014). Based on the results of the Burns (1978) study, Bass (1985) proposed a theory of transformational leadership. According to this theory, transformational leaders act as an agent of change by articulating a clear vision, steering and motivating to outperform in a team, coaching individuals to succeed, and challenging the subordinates to overcome difficulties (Bass and Avolio, 1997). The popularity of transformational leadership has been increasing since its inception primarily because of its positive consequences for employees as discussed in the next two sections (Quintana, Park, and Cabrera, 2015).

### *Transformational Leadership and Extra Effort*

Employees' or subordinates' extra effort refers to the degree of motivation given by a leader to the subordinates to achieve the results that surpass contractual expectations. Prior studies suggest that

transformational leaders help employees to put-in extra efforts in their work. According to Bass (1990), transformational leadership “occurs when leaders broaden and elevate the interests of their employees, generate awareness and acceptance of the purposes and mission of the group, and stir their employees to look beyond their own self-interest for the good of the group” (p. 21). In specific, transformational leaders use inspirational motivation to make their subordinates focus on an appealing vision as articulated by the leader in the benefit of the organization (Den Hartog et al., 1997). Consequently, the subordinates become highly motivated to fulfil their sense of self-achievement including self-esteem and self-actualization (Bui et al., 2017; Hentrich et al., 2017). Researchers have examined this relationship in the past. For example, a recent study by Willis, Clarke, and O'Connor (2017) in diverse contexts suggests that transformational leadership has a positive influence on employee performance. Similarly, a study by Caillier (2016) conducted a study in the context of public sector employees in the United States of America and found that transformational leadership is a positive precursor to subordinates' self-efficacy and extra-role behaviours. Other recent studies including Allen, Attoh, and Gong, (2017), Dong et al. (2017), Ghaus, Lodhi, and Shakir (2017), Pradhan, Jena, and Bhattacharyya (2018), and Xenikou (2017) reaffirm the same. Given the importance of transformational leadership in positively influencing employee behaviours, the following hypothesis can be stated:

Hypothesis 1. Transformational leadership style is positively associated with employees' extra effort.

#### *Transformational Leadership and Effectiveness*

Perceived effectiveness at work is the extent to which one perceives his or her job performance to be effective (Metlen, Eveleth, and Bailey, 2005).

However, in transformational leadership literature, it is about subordinates' perceptions of managers' effectiveness which is a component of employees' performance (Bass and Avolio 1997). Scholars have argued that since transformational leaders make their followers outperform (Judge and Piccolo, 2004; Choi, Kim, and Kang, 2017; Dabke, 2016; Louw, Muriithi, and Radloff, 2017; Sadeghi and Pihie, 2012; Willis, Clarke, and O'Connor, 2017), managers that exhibit transformational leadership achieve the status of being effective in the eyes of their subordinates. It was empirically reaffirmed by Lowe et al. (1996). Transformational leaders use idealized influence to emphasize the benefits for groups. Such leaders use individualized consideration to coach, support, and stimulate their subordinates while acknowledging followers' feelings, emotions, and needs (Den Hartog et al., 1997). Moreover, they use intellectual stimulation to challenge their subordinates so that they can identify and solve problems by themselves (Tims et al., 2011). As a result, the leader becomes the role model for the employees and tends to receive higher ratings on perceived effectiveness. In a meta-analytic study by Judge and Piccolo (2004), transformational leadership was found to be significantly and positively related to leader effectiveness. In another study by Quintana, Park, and Cabrera (2015), the idealized influence and inspirational motivation components of transformational leadership were found to be positively influencing subordinates' perceptions of managers' effectiveness in the context of luxury hotels. Their argument was that transformational leaders make their subordinates aware about their 'special role' that they should have in the organizational development. It makes the employees perceive that their leader is effective. Therefore, it is necessary to examine the following hypothesis:

Hypothesis 2. Transformational leadership style is positively related to leader's effectiveness.

### *Moderating Role of Organization Type*

Den Hartog, et al. (1999) explained “specific leader attributes and behaviors that are universally viewed as contributing to leadership effectiveness” (p. 3). A meta-analytic study by Lowe et al. (1996) revealed that both prevalence and effectiveness of leadership styles are partly contingent upon the public– private nature of the organization. Therefore, it is necessary to understand the difference in the public and private characteristics of the firms (Heres and Lasthuizen, 2012). The terms 'public' and 'private' were taken as the opposite ends of a continuum indicating the degree of 'publicness' of an organization by Bozeman (1987). The position of an organization on this public–private continuum is based on three dimensions: (1) the extent to which organizations are constrained by political control, (2) how organizations are funded and financed, and (3) the extent to which organizations perform public or private tasks in order to reach public or private goals (cf. van der Wal et al. 2008). This classification is important because past studies in India relating to transformational leadership have controlled the organization type (public vs. private) arguing that there exist inherent differences in the degree to which the roles are structured (e.g., Gupta, 2017). There are different reasons why the leadership styles vary in the public and the private organizations. First, Perry and Wise (1990) and Perry, Hondeghem, and Wise (2010) explained in their study about how the leadership strategy got influenced by public service motivation (PSM). PSM reveals an individual's desire to serve the public interest, loyalty to the government, strive to social equity, and patriotism (Perry and Wise, 1990). Prior studies have observed that PSM levels were higher among the public sector employees than that of the private sector employees (Vandenabeele, 2008; Leisink and Steijn, 2009). Past studies revealed that individuals with higher levels of PSM were least

interested in monetary and other extrinsic incentives and exhibited more social altruism. They also had interpersonal citizenship behaviors and a willingness to report integrity violations that were against to the public interest (Brewer, 2003; Perry and Wise, 1990; Bright, 2005; Pandey et al., 2008; Brewer and Selden, 1998). The above explained findings imply that the leaders of the public organizations have high degree of PSM and are capable of enhancing the intrinsic motivation of their followers. Second, past studies have suggested that the decisions of the public organizations' leaders have a broader societal impact and greater symbolic significance rather than coercive and monopolistic (Hughes, 2003; Rainey and Chun, 2005). In contrast, private organizations' leaders embraced with lower PSM, relate ethical conduct more directly to their followers and directed towards their own career opportunities, receiving bonuses, status, and recognition. In addition, motivation towards 'the public interest' and 'the common good' were found to be less effective than in public organizations.

Third, the core tasks and the mission of the public and the private organizations are different (Heres and Lasthuizen, 2012). The primary aim of the private organizations is often to maximize profits whereas, public organizations are more inclined toward the execution of democratic laws and policies, and serving the public interests (Dahl and Lindblom, 1953). Fourth, the managers of the public organizations were found to be taking their decisions more explicitly with ethicality than their private sector counterparts (Heres and Lasthuizen, 2012). Moreover, the leaders of the public organizations are typically confronted with high public expectations for fairness, openness, accountability and transparency (Pollitt and Bouckaert, 2004; Rainey and Chun, 2005). Past studies have agreed that transformational leaders believed their followers' performance and remarked that they perform beyond expectations

(Seltzer and Bass, 1990; Judge and Piccolo, 2004). Lowe et al. (1996) in their study found that transformational leaders had perceptions of being more effective leaders. Based on the above arguments, the following two hypotheses have been developed:

Hypothesis 3. Organization type moderates the relationship between transformational leadership style and employees' extra effort such that the effect of transformational leadership is higher on extra effort in public organization compared to private organization.

Hypothesis 4. Organization type moderates the relationship between transformational leadership style and leader's effectiveness such that the effect of transformational leadership is higher on leader's effectiveness in public organization compared to private organization.

## **Methodology**

### *Sample and Procedure*

The study was based on primary data collected from employees from a large public sector and a large private sector thermal power company in India. Both the organizations were spread across different locations in the country with varied product portfolios, such as information technology and manufacturing among others. The data were collected using an online questionnaire. The reason

for selecting power sector companies over the others was to assess the consistency of their employees in terms of their effectiveness and extra effort. At the time of data collection, the public sector company had around one thousand Assistant Divisional Engineers (Junior Managers) and Divisional Engineers (Middle Managers). The research sample had Electrical, Mechanical and Civil Engineers. The employees registered books were used as the sampling frame. Out of the 1,023 employees (APGENCO PSL.2014), of the public sector company, the researchers randomly contacted 900 employees and asked for their willingness to participate in the survey. In reply, 734 employees agreed to participate in the survey for an incentive of a lucky draw, providing some free gift hamper. Once they agreed to participate in the survey, which included their preference of language as mode of communication, the online version of the questionnaire was forwarded to their mail. Finally, 320 timely responses completed questionnaires were returned, out of which 219 were usable for the further analysis. The private sector data were collected from the Biggest Thermal (Coal) Power Station in India. At the time of data collection, its employee size across the different departments consisted of more than 2,000 out of which 68% were engineers and workmen in operation and maintenance of power plants. Formal permission was taken for this study. The questionnaire was distributed only among the interested employees. The researcher received 308 filled up questionnaires, out of which 145 were usable for further analysis. The demographic details are given in

**Table 1: Demographic Details of the Participants**

<b>Description</b>	<b>Number</b>	<b>Percentage (%)</b>
<b>Types of organization</b>		
Public sector employee	219	60.16
Private sector employee	145	39.83
<b>Gender</b>		
Male	291	80
Female	73	20
<b>Age group</b>		
Less than 25	58	16
26-33	97	27
34-45	144	40
46 and above	65	18
<b>Education</b>		
Under graduate	167	46
Graduate	131	36
postgraduate	48	13
Doctorate	18	5
<b>Income level Monthly</b>		
Less than 25,000	131	36
26,000 to 50,000	149	41
51,000 to 1,00,000	51	14
More than 1,00,000	33	9
<b>Experience with the present Organization</b>		
Up to 2 years	58	16
More than 2 years to 5 years	102	28
More than 5 years to 10 years	149	41
More than 10 years	55	15

herefore, the present study explores the moderating role of organization types (public/private) on employee performance. Whether a more public organization would require a different style of leadership than a more private one is a most important point to explore further. The current study try to explore this in detail in a empirical way from the power sector.

#### *Measurement Scales*

The multifactor leadership questionnaire (MLQ) is the most widely used survey for measuring the factors related to transformational, transactional, and laissez-faire leadership styles (Antonakis, Avolio, and Sivasubramaniam, 2003) and since 1983, participants from manufacturing, health care, education, and government agencies have

completed training programs in transformational leadership (Avolio and Bass, 1998). Leadership is more than a position. The Multifactor Leadership Questionnaire (MLQ) developed by Bass and Avolio (1995) as cited in Seyal and Rahman (2014) was used for measuring all the main constructs under investigation. This scale is well-established, highly reliable, and valid. It has been used in several studies. For example, Rowold and Heinitz (2007) found that all the constructs had sufficient internal consistency as measured by Cronbach's alpha values ( $\alpha_{\text{transformational\_leadership}} = .87$ ;  $\alpha_{\text{extra\_effort}} = .81$ ;  $\alpha_{\text{effectiveness}} = .70$ ). The MLQ transformational leadership style was measured on a five-point 20-item Likert scale (1 = not all true to 5 = frequently if not always). A sample item is: *'instills pride in being associated with manager'*. Extra effort was measured on a three-item scale from MLQ. It was measured on a five-point Likert scale (1 = not all true to 5 = frequently if not always). A sample item is: *'heighten others' desire to succeed'*. Effectiveness was measured on a four-item scale from MLQ. It was also measured on a five-point Likert scale (1 = not all true to 5 = frequently if not always). A sample item is: *'effectively meets others' job-related needs'*. The moderator variable 'organization type' was used as a dummy variable (1 = private sector organization; 0 = public sector organization). Though all the respondents were able to read, write, and speak English, the questionnaire also had each item translated into their native language. The translation was done by one of the authors of this study who was familiar with both the languages. Gender was kept as a control variable as the previous studies show that it could influence extra-effort and effectiveness (Decker & Rotondo, 2001). It was used as a dummy variable with two categories (female = 1;

male = 0).

### Data Analysis

Before testing the hypotheses, data cleaning was done by removing the incomplete responses and the outliers. The resultant data were subject to the reliability test. To test for internal consistency of the scales, Cronbach's alpha values were calculated. A common method bias test was carried out to test the risk of common method variance due to self-report (Podsakoff et al., 2003). The Harman's single factor test was conducted by entering all the measurement variables in the exploratory factor analysis using IBM SPSS24.0 software. Thereafter, to ensure association between the dependent and the independent variables, correlation coefficients were calculated. Finally, to test the hypotheses, regression analysis was performed.

### Results

After data cleaning, 219 and 145 responses were found to be usable for the study in the public and private sector companies respectively. As shown in Table 2, all the scales were found to be reliable with Cronach's alpha greater than the .60 threshold as recommended by Nunnally and Bernstein (1967) and subsequent quoted by Ruh et al. (1975).

To test the common method variance, Harman's single factor test was conducted and the total variance was found to be 25% which shows that common method variance does not exist as it is less than the maximum permissible value of 50% (Podsakoff et al., 2003). Next, all the constructs were correlated significantly with each other.

**Table 2 : Correlations and Cronbach's Alpha Coefficients (n = 364)**

#	Constructs	Mean	SD	1	2	3	4
1	Transformational leadership	3.15	0.39	0.83			
2	Extra effort \$	3.39	0.58	.57**	0.61		
3	Effectiveness \$	3.26	0.45	.54**	.35**	0.60	
4	Organization type	0.60	0.49	.59**	.40**	.32**	

\*\*p < .01

\$One item removed to achieve higher Cronbach's alpha coefficient.

Note. Values in boldface represent Cronbach's alpha coefficients.

To test Hypothesis 1 that transformational leadership style is positively associated with employees' extra-effort, simple linear regression analysis was done. The relationship between transformational leadership and employees' extra effort was found to be significant and positive ( $\beta = .564$ ;  $p < .001$ ). It supports Hypothesis 1. To test Hypothesis 2, transformational leadership style is positively associated with leader's effectiveness, simple linear regression analysis was done. The relationship between transformational leadership and leader's effectiveness was found to be significant and positive ( $\beta = .55$ ;  $p < .001$ ). It supports Hypothesis 2. To test Hypothesis 3 that organization type moderates the relationship between transformational leadership style and employees' extra effort, step-wise regression was

done. It was found that the standardized regression estimate for the relationship between transformational leadership and employees' extra effort decreased from .564 to .561 but did not become insignificant (see Table 3 for the unstandardized regression estimates) on introduction of 'organization type' as a moderating variable. Therefore, interaction plot was drawn to interpret the result (see Figure 2). It can be interpreted from Figure 2 that when the organization type is 'private', the positive relationship between transformational leadership and employees' extra effort weakens. Conversely, when the organization type is 'public', the positive relationship between transformational leadership and employees' extra effort strengthens. It suggests support for Hypothesis 3.

**Table 3 : Test for moderation by organization type between transformational leadership and extra effort (n = 364)**

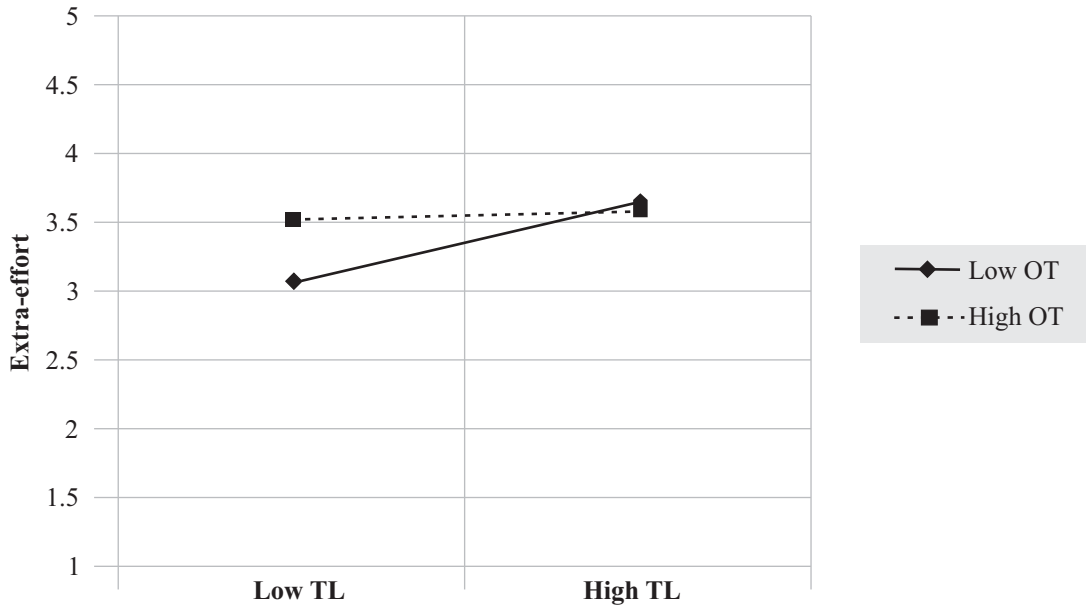
	Extra effort			
	Model 1 (Direct relationships)		Model 2 (With moderator)	
	<i>B</i>	<i>SE</i>	<i>B</i>	<i>SE</i>
Intercept	.79***	.21	.76**	.24
Gender (control variable)	-.06	.06	-.05	.06
Transformational leadership	.83***	.06	.82***	.08
Organization type			2.34**	.85
Transformational leadership × Organization type			-0.68**	.26
$\Delta F$	166.81		4.78	
$\Delta R^2$	.31		.02	

\*\*p < .01

\*\*\*p < .001



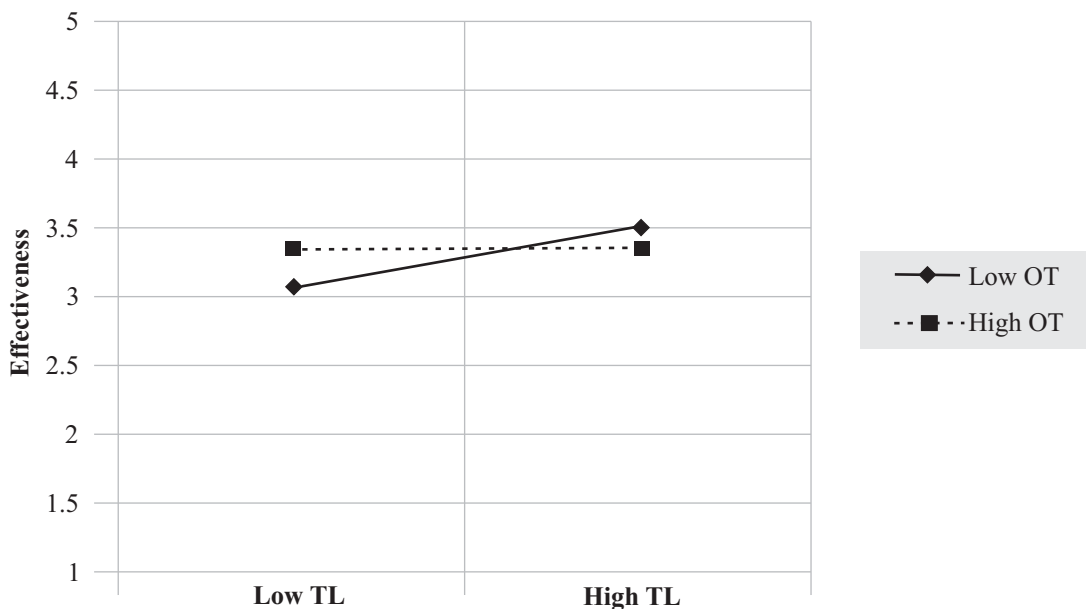
**Figure 2: Moderation by organization type (OT) between extra effort and transformational leadership (TL)**



To test Hypothesis 4 that organization type moderates the relationship between transformational leadership style and leader's effectiveness, step-wise regression was done. It was found that the standardized regression estimate for the relationship between transformational leadership and leader's

effectiveness increased from .55 to .59 but did not become insignificant (see Table 4 for the standardized regression estimates) on introduction of 'organization type' as a moderating variable. Therefore, interaction plot was drawn to interpret the result.

**Figure 3: Moderation by organization type (OT) between effectiveness and transformational leadership (TL)**



It can be interpreted from Figure 3 that when the organization type is 'private', the positive relationship between transformational leadership and leader's effectiveness remains unchanged. However, when the organization type is 'public',

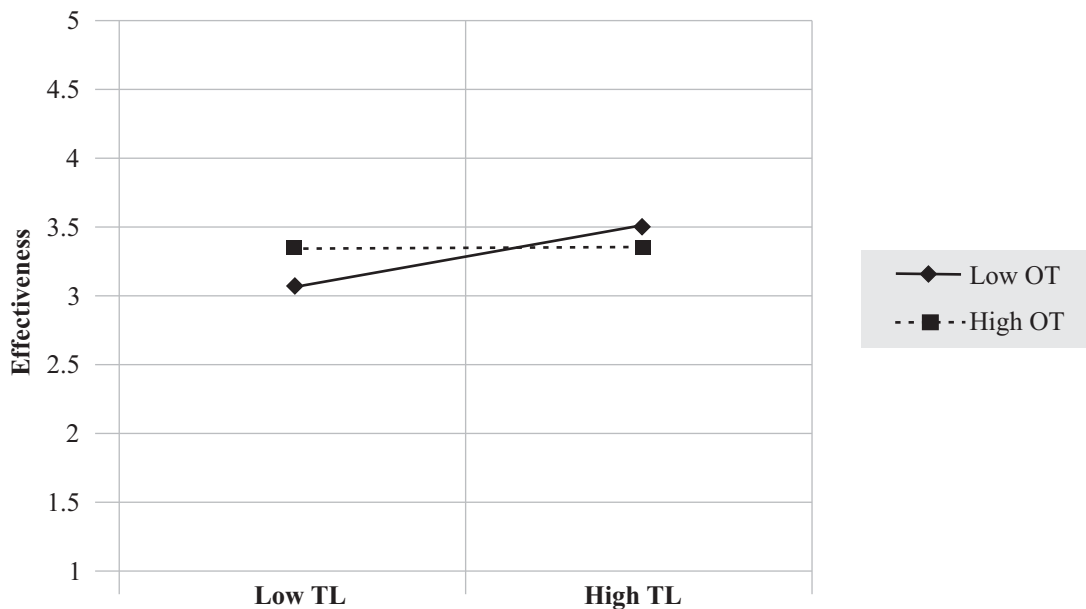
the positive relationship between transformational leadership and leader's effectiveness strengthens. It suggests support for Hypothesis 4.

**Table 4 : Test for moderation by organization type between transformational leadership and effectiveness (n = 364)**

	Effectiveness			
	Model 1 (Direct relationships)		Model 2(With moderator)	
	<i>B</i>	<i>SE</i>	<i>B</i>	<i>SE</i>
Intercept	1.28***	.16	1.13***	.19
Gender	.06	.05	.06	.05
Transformational leadership	.62***	.05	.67***	.07
Organization type			2.00**	.68
Transformational leadership × Organization type			-.60**	.21
$\Delta F$	148.91			4.32
$\Delta R^2$	.29			.02

\*\**p* < .01  
 \*\*\**p* < .001

**Figure 3: Moderation by organization type (OT) between effectiveness and transformational leadership (TL)**



## Discussion

The findings of this study provide support for the extended transformational leadership model presented in Figure 1 and for the hypotheses regarding the relationships between transformational leadership style, extra effort, effectiveness, and organization type in power sector companies in India. As expected, the relationship between transformational leadership and employees' extra effort was found to be significant and positive. This result is in line with the arguments of the previous studies by Allen, Attoh, and Gong, (2017), Dong et al. (2017), Ghaus, Lodhi, and Shakir (2017), Pradhan, Jena, and Bhattacharyya (2018), and Xenikou (2017). Another result that transformational leadership has a positive influence on employees' perception of their leader's effectiveness was also found to be in line with that of Judge and Piccolo (2004), Choi, Kim, and Kang (2017), Dabke (2016), Louw, Muriithi, and Radloff (2017), Sadeghi and Pihie (2012), Willis, Clarke, and O'connor (2017). As discussed in the hypotheses development section, the reason for such relationships could be that the transformational leaders make their followers to come up with fresh and innovative ideas that contribute to their own and organizational growth. Therefore, the present study results augment Willis, Clarke, and O'Connor's (2017), Quintana, Park, and Cabrera's (2015), and Caillier's (2016) understanding that transformational leadership has positive consequences for employees. The specific positive consequences discovered in this study were extra effort and effectiveness. Another result that the organization type moderates the relationship between transformational leadership and its outcomes strengthens Perry and Wise's (1990) argument that motifs for public and private sector organizations differ from each other. According to the results, compared to the private sector, the transformational leadership-effectiveness and the transformational leadership-

extra effort relationships are stronger in the public sector. This result is in line with the public vs. private understanding of Vandenberghe (2008) and Leisink and Steijn (2009).

This study adds to the transformational leadership theory by explaining the extent to which transformational leadership positively leads to employees' extra effort in the power industry. Moreover, it also provides evidence for the positive influence of transformational leadership on employees' perception of leadership effectiveness as such leaders make their followers outperform at work. Though the aforesaid two relationships had been tested by the prior studies, this study examines these relationships for the first time in the power industry in India. Indeed, the main contribution of the current study to the transformational leadership theory and the PSM theory is relating to the role of organization type in the relationship between transformational leadership and its positive consequences. The current study identified that transformational leadership is likely to be effective in the public sector organizations as compared to the private sector organizations in enhancing employees' extra effort and their perception of leader's effectiveness. This result connects the transformational and the PSM theories to each other. It can be inferred that though transformational leadership is of great importance in transforming the followers, the role of organization type may not be ignored. The results suggest that because the PSM levels are higher among the public sector employees, transformational leaders have a greater impact on their subordinates' behavior. From managers' standpoint, this study offers several implications. For example, the results indicated that transformational leadership enhances leader's effectiveness in the eyes of the followers. Such perception would enhance the employer-employee relationship and the employees are likely to be more cooperative. The findings suggest that

transformational leadership enables the employees to do extra effort. Given the importance of transformational leaders in the organizations, the managers may choose to train their leaders to acquire transformational leaders' abilities. The results also suggest that transformational leaders are helpful in influencing the extra efforts of the employees particularly in the public sector organizations. Therefore, the managers of the public sector organizations may take steps to appoint and develop transformational leaders.

### Limitations and Scope for Future Research

Though the present study has drawn large sample from both public and private power sector organizations, it is not free from limitations. First, the present study consider only one moderator i.e. organization type as the focus was on testing the PSM theory. Studies in the future may use other moderating variables relating to the economy, situation and process. Second, the researchers did not take transactional leadership style into account because of the number of studies finding transformational leadership, a superior style. However, researchers in the future are encouraged to test other leadership styles particularly in the private sector organizations as transformational leadership was not found to be significantly predicting the positive outcomes. Third, the amount of usable responses was very less than the gather one. The reason was the presence of numerous outliers. This could have been because the employees were approached for responses in their workplace. Although the responses were filled in the presence of one of the researchers, there were instances of careless filling of questionnaires because of the busy schedule. Therefore, researchers may take due care in collecting data in the power industry during office hours. Fourth, the present study followed a cross-sectional research design thereby limiting the cause and effect inferences. However, researchers

argue that the strong theoretical underpinning provided sufficient reason for deriving the cause and effect inferences from the hypothesized framework. Indeed, the longitudinal and multi-wave studies in the future may help researchers understand the dynamism in these relationships over the years.

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