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**JOB ENGAGEMENT AS THE MEDIATOR ON THE
RELATIONSHIP BETWEEN LEADERSHIP STYLES,
ORGANIZATIONAL STRUCTURE, AND
ORGANIZATIONAL PERFORMANCE**



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AND ORGANIZATIONAL PERFORMANCE**

By

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ABSTRACT

The aim of this research is to investigate the relationship between leadership styles (i.e. transformational, transactional, and passive avoidant), organizational structure and organizational performance through the mediating role of job engagement in government-owned mobile phone company in Bangladesh. The study adopted the survey method for data collection and a total of 213 questionnaires were analyzed giving a response rate of 38.31 percent. This study used convenience sampling for sample selection. The respondents of the study were from the mid-level position e.g. senior executive, assistant manager, deputy manager, manager, and deputy general manager of Teletalk mobile phone company. The collected data were analyzed using SPSS version 20, and Partial Least Squares-Structural Equation Modeling (PLS-SEM) was used to test the study hypotheses. With regard to leadership styles, the study revealed that the relationship between transformational leadership style and organizational performance is statistically significant; whereas, the relationship between transactional and passive-avoidant leadership style with organizational performance is not significant. Similarly, the relationship between transformational leadership style and job engagement is significant; but the relationship between transactional and passive-avoidant leadership style with job engagement is not significant. Relating to organizational structure, the relationship between organizational structure with organizational performance and job engagement is found statistically significant. Job engagement is also significant with organizational performance. In terms of mediation effects, job engagement mediates the relationship between transformational, passive-avoidant leadership style and organizational structure with organizational performance partially, while the relationship between transactional leadership style and organizational performance is fully mediated by job engagement. Finally, the study implications, limitations as well suggestions are discussed accordingly.

Keywords: transformational leadership, transactional leadership, passive-avoidant leadership, formalization organizational structure, centralization organizational structure, job engagement, and organizational performance

ABSTRAK

Objektif utama kajian ini adalah menyelidik hubungan di antara gaya kepimpinan (transformasi, transaksional, dan passive avoidant), struktur organisasi dan prestasi organisasi melalui peranan pengantara penglibatan kerja dalam syarikat telefon mudah alih milik kerajaan di Bangladesh. Kajian ini dijalankan mengikut kaedah tinjauan untuk mengumpulkan data dan sebanyak 213 soal selidik telah dikembalikan, menjadikan kadar maklum balas sebanyak 38.31 peratus. Responden yang terlibat dalam kajian ini adalah di kalangan pekerja peringkat pertengahan seperti senior eksekutif, pembantu pengurus, timbalan pengurus, pengurus, dan timbalan pengurus awam dimana kedua-duanya berada di pejabat korporat dan pusat khidmat pelanggan Teletalk. Data yang dikumpulkan telah dianalisis menggunakan SPSS versi 20; dan Partial Least Squares-Structural Equation Modeling (PLS-SEM) digunakan untuk menguji hipotesis kajian. Dari segi gaya kepimpinan, hasil kajian ini menunjukkan bahawa hubungan antara gaya kepimpinan transformasi dan prestasi organisasi adalah signifikan; sebaliknya, hubungan di antara gaya kepimpinan transaksional dan passive avoidant dengan prestasi organisasi adalah tidak signifikan. Begitu juga, hubungan di antara gaya kepimpinan transformasi dan penglibatan kerja adalah signifikan; sebaliknya hubungan di antara gaya kepimpinan transaksional dan passive avoidant dengan penglibatan kerja adalah tidak signifikan. Berkenaan struktur organisasi, hubungannya dengan prestasi organisasi dan penglibatan kerja adalah signifikan. Penglibatan kerja juga mempunyai hubungan yang signifikan dengan prestasi organisasi. Dari segi kesan pengantara, penglibatan kerja menjadi pengantara separa diantara gaya kepimpinan transformasi dan passive avoidant, serta struktur organisasi dengan prestasi organisasi. Manakala hubungan diantara gaya kepimpinan transaksional dan prestasi organisasi adalah sepenuhnya dimediasi oleh penglibatan kerja. Akhir sekali, implikasi kajian, limitasi dan cadangan untuk kajian masa depan dibincangkan sewajarnya.

Kata kunci: kepimpinan transformasi, kepimpinan transaksi, kepimpinan pasif-menghindari, formulasi struktur organisasi, pemusatan struktur organisasi, penglibatan kerja, dan prestasi organisasi

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TABLE OF CONTENTS

CERTIFICATION OF THESIS WORK	Error! Bookmark not defined.
PERMISSION TO USE	iv
ABSTRACT	v
ACKNOWLEDGEMENTS	vii
TABLE OF CONTENTS	viii
LIST OF TABLES	xvii
LIST OF FIGURES	xix
LIST OF ABBREVIATIONS	xx
CHAPTER ONE	1
INTRODUCTION	1
1.1 Introduction	1
1.2 Background of the Study	2
1.3 Problem Statement	7
1.4 Research Questions	16
1.5 Research Objectives	17
1.6 Significance of the Study	17
1.7 Scope of the Study	19
1.8 Definition of the Key Terms	20
1.9 Organization of Chapter	22
1.10 Organization of the Chapters	23

CHAPTER TWO	25
LITERATURE REVIEW	25
2.1 Introduction	25
2.2 Significance of Mobile Phone Sector	26
2.3 Performance of Mobile Phone Sector in Bangladesh	29
2.4 Background of Mobile Phone Companies in Bangladesh	32
2.5 Profile of Teletalk (Government owned Mobile Phone in Bangladesh)	38
2.6 Organizational Performance	40
2.6.1 Balance Scorecard	46
2.7 Leadership	48
2.7.1 History of Leadership	48
2.7.2 Leadership Styles	50
2.7.3 Full Range Leadership (FRL) Approach	52
2.7.3.1 Transformational Leadership	54
2.7.3.2 Transactional Leadership	57
2.7.3.3 Passive-Avoidant Leadership	59
2.8 Organizational Structure	61
2.9 Job Engagement	65
2.9.1 Job Engagement as the Mediating Variable	68
2.10 Theoretical Foundation	71
2.10.1 Underpinning Theory: Social Exchange Theory (SET)	72
2.10.2 Supporting Theory: The Resource Based View	76

2.11 Hypothesis Development	81
2.11.1 Leadership Style and Organizational Performance	81
2.11.1.1 Transformational Leadership Style and Organizational Performance	81
2.11.1.2 Transactional Leadership Style and Organizational Performance	83
2.11.1.3 Passive-Avoidant Leadership Style and Organizational Performance	84
2.11.2 Leadership Style and Job Engagement	85
2.11.2.1 Transformational Leadership Style and Job Engagement	85
2.11.2.2 Transactional Leadership Style and Job Engagement	86
2.11.2.3 Passive-Avoidant Leadership Style and Job Engagement	87
2.11.3 Organizational Structure and Organizational Performance	88
2.11.4 Organizational Structure and Job Engagement	89
2.11.5 Job Engagement and Organizational Performance	90
2.11.6 Mediating Effect of Job Engagement on the Relationship between Leadership Style and Organizational Performance	91
2.11.6.1 Mediating Effect of Job Engagement on the Relationship between Transformational Leadership Style and Organizational Performance	91
2.11.6.2 Mediating Effect of Job Engagement on the Relationship between Transactional Leadership Style and Organizational Performance	93
2.11.6.3 Mediating Effect of Job Engagement on the Relationship between Passive-Avoidant Leadership Style and Organizational Performance	94
2.11.7 Mediating Effect of Job Engagement on the Relationship between Organizational Structure and Organizational Performance	94
2.12 Hypothesis Summary	95
2.13 Chapter Summary	97

CHAPTER THREE	98
METHODOLOGY	98
3.1 Introduction	98
3.2 Research Framework	98
3.3 Research Design	101
3.3.1 Quantitative Research	102
3.4 Population and Sampling Technique of the Study	104
3.4.1 Population	104
3.4.2 Sampling Design and Sample Size	105
3.4.3 Sampling Technique	108
3.5 Measurement	110
3.5.1 Development of Survey Instrument	110
3.5.2 Organizational Performance	112
3.5.3 Leadership Style	115
3.5.3.1 Multifactor Leadership Questionnaire (MLQ) Form 5X-Short	115
3.5.4 Organizational Structure	120
3.5.5 Job Engagement	121
3.6 Pilot Study	124
3.7 Data Collection Procedure	127
3.7.1 Questionnaires Development	129
3.8 Techniques of Data Analysis	130
3.8.1 Structural Equation Modeling (PLS-SEM)	131
3.8.2 Measurement Model Evaluation	134

3.8.2.1 Structural Model Evaluation	135
3.8.2.2 Mediating Effect Assessment	136
3.9 Chapter Summary	137
CHAPTER FOUR	138
ANALYSIS AND FINDINGS	138
4.1 Introduction	138
4.2 Data Collection Process and Survey Responses	138
4.2.1 Response Rate	140
4.2.2 Non-Response Bias	140
4.3 Data Screening and Preliminary Analysis	142
4.3.1 Detection of Missing Data	142
4.3.2 Outliers	143
4.3.3 Normality, Linearity, Homoscedasticity, Independence of Error and Multicollinearity	144
4.3.3.1 Normality	144
4.3.3.2 Linearity	146
4.3.3.3 Multicollinearity Test	147
4.4 Profile of the Respondent's	152
4.4.1 Demographic Profile of the Respondents	152
4.5 Descriptive Statistic of the Construct	155
4.6 Assessment of PLS-SEM Path Model Results	157
4.6.1 Assessment of Measurement Model	156
4.6.1.1 Indicator Reliability	158
4.6.1.2 Internal Consistency Reliability	158

4.6.1.3 Content Validity and Convergent Validity	161
4.6.1.4 Discriminant Validity	163
4.6.2 Assessment of Structural Model and Mediator	166
4.6.3 Assessment of the Structural Model Direct and Mediating Relationship	168
4.6.4 Assessment of Coefficient of Determination (R^2)	172
4.6.5 Assessment of Effect Size (f^2)	174
4.6.6 Assessment of Predictive Relevance (Q^2)	175
4.7 Assessment of the Mediating Effect	176
4.8 Assessment of Goodness-of-Fit Index (GoF)	179
4.9 Hypotheses Result Summary	180
4.10 Chapter Summary	182
CHAPTER FIVE	184
DISCUSSION AND CONCLUSION	184
5.1 Introduction	184
5.2 Recapitulation of the Study	184
5.3 Discussion and Interpretations of Findings	186
5.3.1 Relationship between Transformational Leadership Style and Organizational Performance	187
5.3.2 Relationship between Transactional Leadership Style and Organizational Performance	190
5.3.3 Relationship between Passive-Avoidant Leadership Style and Organizational Performance	192
6.3.4 Relationship between Transformational Leadership Style and Job Engagement	194

5.3.5 Relationship between Transactional Leadership Style and Job Engagement	196
5.3.6 Relationship between Passive-Avoidant Leadership Style and Job Engagement	198
5.3.7 Relationship between Organizational Structure and Organizational Performance	199
5.3.8 Relationship between Organizational Structure and Job Engagement	200
5.3.9 Relationship between Job Engagement and Organizational Performance	202
5.3.10 Mediation of Job Engagement on the Relationship between Transformational Leadership Style and Organizational Performance	203
5.3.11 Mediation of Job engagement on the Relationship between Transactional Leadership Style and Organizational Performance	205
5.3.12 Mediation of Job engagement on the relationship between Passive-Avoidant Leadership Style and Organizational Performance	207
5.3.13 Mediation of Job engagement on the relationship between Organizational Structure and Organizational Performance	208
5.4 Study Implications and Contributions	210
5.4.1 Theoretical Implications and Contributions	210
5.4.2 Managerial Implications and Contributions	212
5.4.3 Methodological Implications and Contributions	212
5.5 Limitations of the Study	215
5.6 Recommendations for Future Study	216
5.7 Conclusion	218

REFERENCES	219
APPENDIX A : SURVEY QUESTIONNAIRE	271
SECTION 1: DEMOGRAPHIC PROFILE OF THE RESPONDENTS	272
SECTION 2: LEADERSHIP STYLES	273
SECTION 3 : ORGANIZATIONAL STRUCTURE	275
SECTION 4 : JOB ENGAGEMENT	276
SECTION 5 : ORGANIZATIONAL PERFORMANCE	277
APPENDIX B: RELIABILITY TEST OF PILOT STUDY	278
APPENDIX C: NON-RESPONSE BIAS	280
Table C1	280
Non-Response Bias	280
APPENDIX D: MEASUREMENT MODEL	281
Table D1	281
Cross Loadings of the Constructs	281
Table D2	283
Discriminant Validity Fornell-Larcker Criterion	283
APPENDIX E: STRUCTURAL MODEL	284
Table E1	284
R Square	284
Table E2	284
Path Coefficients	284
Table E3	285
Effect Sizes of the Coefficient of Determination (f^2)	285

Table E4	286
Construct Cross-Validated Redundancy (Q^2)	286
Table E5	286
Model Fit Summary	286
APPENDIX F: BRIEF PROFILE OF THE EXPERTS	287
Table F1	287
Professor Dr. Nazrul Islam	287
Table F2	287
Associate Prof. Dr. Muhammad Shariat Ullah	287
APPENDIX G: CONTENT VALIDITY	288
G1: Opinion of Dr. Muhammad Shariat Ullah	288
G2: Opinion of Prof. Dr. Nazrul Islam	295
APPENDIX H: TRANSLATION OF QUESTIONNAIRE	302
APPENDIX I: TRANSLATION OF ABSTRACT	309

LIST OF TABLES

Table No.		Page
1.1	Bangladesh Mobile Phone Market	8
1.2	Mobile Phone Companies in Bangladesh	9
1.3	Definition of Key Terms	21
2.1	Chronological Progress of Bangladesh Telecom	33
2.2	Research Hypotheses	96
3.1	Summary of Research Hypotheses, Research Questions, and Research objectives	100
3.2	Determining Sample Size from a Given Population	107
3.3	Operationalization of Organizational Performance	113
3.4	Operationalization of Transformational Leadership Style	116
3.5	Measurement of Transactional and Passive-Avoidant Leadership Styles	118
3.6	Measurement of Leadership Variables	119
3.7	Operationalization of Organizational Structure	120
3.8	Operationalization of Job Engagement	122
3.9	Summary of Measurement Scale of the Variables	124
3.10	Cronbach's Alpha Guideline	126
3.11	Cronbach's Alpha Coefficient of the Pilot Test	127
3.12	Major Sections of the Questionnaire	130
3.13	Rule of thumb for selecting Covariance-SEM and PLS-SEM	133

4.1	Response Rate of the Questionnaire	139
4.2	Normality Test	146
4.3	Multicollinearity Test based on Tolerance Values and VIF	148
4.4	Correlations of the Constructs	149
4.5	Demographic Profile of the Respondents	151
4.6	Descriptive Statistic of the Latent Construct	153
4.7	Indicator Loadings and Internal Consistency Reliability	159
4.8	Latent Variable Correlation and Variance Extracted Fornell-Larcker Criterion	163
4.9	Cross Loadings of the Constructs	164
4.10	Structural Model Assessment (Direct Effects)	168
4.11	Structural Model Assessment with Mediator (Indirect Effects)	171
4.12	Coefficient of Determination (R^2)	173
4.13	Effect size (f^2) of exogenous variables on endogenous variables	174
4.14	Predictive Relevance (Q^2)	176
4.15	Mediation Results	179
4.16	Model Fit	180
4.17	Summary of Hypotheses Result	181

LIST OF FIGURES

Figure No.		Page
1.1	Company Ownership in Bangladesh	10
2.1	Revenue Generation by the Mobile Phone Sector	26
2.2	Worldwide Connection of Mobile Phone	27
2.3	Subscribers of 3G Mobile Phone in Bangladesh	31
2.4	Mobile Phone Subscribers Trend in Bangladesh	31
2.5	Full Range Leadership Approach	53
3.1	Research Framework	99
4.1	Normality Histogram	145
4.2	Normal Probability Plots	145
4.3	Scatterplot	147
4.4	Full Research Framework (Inner and outer models)	155
4.5	PLS-SEM Algorithm for the measurement model	157
4.6	Structural Construct with Mediator (Full Model)	167

LIST OF ABBREVIATIONS

ARPU	Average Revenue Per Users
BBS	Bangladesh Bureau of Statistics
BSC	Balance Score Card
BTRC	Bangladesh Telecommunication Regulatory Commission
BTTB	Bangladesh Telegraph and Telephone Board
FDI	Foreign Direct Investment
FRL	Full Range Leadership
KMO	Kaiser-Meyer-Olkin
GDP	Gross Domestic Product
GP	Grameen Phone
ICT	Information and Communication Technologies
ITU	International Telecom Union
JE	Job Engagement
LF	Laissez-Faire
LS	Leadership Styles
TFLS	Transformational Leadership Style
TSLS	Transactional Leadership Style
PALS	Passive-Avoidant Leadership Style
MBEA	Management by Exception-Active
MBEP	Management by Exception-Passive
MLQ	Multifactor Leadership Questionnaire
OP	Organizational Performance
OS	Organizational Structure
TBL	Teletalk Bangladesh Limited

CHAPTER ONE

INTRODUCTION

1.1 Introduction

Organizational performance lies at the heart of an organization's survival (Singh, Darwish & Potočník, 2016). It is the key concern to the management of any organization. As suggested by the management scholars, there are few factors that have a significant impact on organizational performance (Humayon, Ansari, Khan, Iqbal, Latif & Raza, 2018; Ahmed, Khuwaja, Brohi, Othman & Bin, 2018). In this connection, this study aims at spotting certain factors with a reflective impact on organizational performance. Particularly, leadership styles and organizational structure have been found as important elements for organizational performance. Moreover, another behavioral issue like job engagement is also addressed for the improvement of organizational performance (Buil, Martínez & Matute, 2018). Therefore, chapter one provides an introduction to the four main variables in this study, namely: leadership styles, organizational structure, job engagement, and organizational performance. Following that, this chapter also explains the background of the study, problem statement, study questions and objectives, significance and scope of the study and basic concepts of the key terms. Finally, the chapter highlights the organizations of the chapters and a constructive conclusion.

1.2 Background of the Study

Organizational performance has been regarded as one of the major concerns to different organizations; such as academics, business, and governments for over many decades (Alkasim, Hilman, Bohari, Abdullah & Sallehddin, 2018). As performance is measured to determine the quality of an organization's effectiveness it lies in the heart of the organization's existence (Singh, Darwish & Potočnik, 2016). In very generic terms, organizational performance is recognized as a set of both non-financial and financial indicators worthy of assessing the degree to which organizational objectives have been accomplished (Alkasim, 2018; Kaplan & Norton, 1992).

However, similar studies have suggested that organizational performance largely depends on the influence of various factors both internal and external (Ahmed, Khuwaja, Brohi, Othman & Bin, 2018; Humayon et al., 2018; Ahmed & Othman, 2017; Shin & Konrad, 2017; Swanson, 2000). Among these factors, leadership style has a significant relationship with organizational performance (Najmi, Kadir & Kadir, 2018). The success of an organization largely depends on the role of leaders (Terglav et al., 2016). It is also evident from the previous literature that high performance is related to active leadership (Subramony, Segers, Chadwick & Shyamsunder, 2018). Therefore, leadership style is treated as one of the vital factors for organizational performance (Jing & Avery, 2016).

Moreover, leadership itself consisted of several styles which individually and sometimes together influence on organizational performance (Masa'deh, Obeidat & Tarhini, 2016; Patiar & Wang, 2016). As a result, several researchers have emphasized a different style of leadership to have expected organizational performance. Empirical evidence suggests that the relationship between transformational leadership and

organizational performance is even more important in current environments, where companies must be innovative in order to achieve the highest performance (Frieder, Wang & Oh, 2018; Han, Liao, Taylor & Kim, 2018).

Consequently, in transformational leadership style leader transforms followers to rise above their self-interest and motivates them to perform better than initially expected (Pieterse et al., 2010) and this leadership style is currently the most widely accepted paradigm in the leadership literature (Buil, Martínez & Matute, 2018).

Similarly, other researchers (Kark, Van Dijk & Vashdi, 2018; Hashim, Omar, Hamzah & Umar, 2018) argued that transactional leadership style plays a significant role in organizational performance. The effect of passive-avoidant leadership style also has been postulated by the leadership scholars (Barling, Akers & Beiko, 2018; Grill, Nielsen, Grytnes, Pousette & Törner, 2018) in their recent studies. Therefore, the leadership style is regarded as an important antecedent for organizational performance.

Furthermore, the organizational structure is regarded as the precursor of organizational performance as visualized in several studies (Bolman & Deal, 2017; Girod & Whittington, 2017; Azar & Ciabuschi, 2017). A series of studies point out that organizational structure plays a vital role in enhancing the performance of the organization (Madi, El Talla, Abu-Naser & Al Shobaki, 2018; Hilman & Siam, 2014). As postulated by the researchers, the organizational structure is sum total of the ways in which it divides its workforce into distinct tasks and achieves coordination among them accordingly (Hilman & Siam, 2014; Nielsen & Lings, 2013).

Previous researchers (Kaufmann, Borry & DeHart-Davis, 2019; Ralston, Blackhurst, Cantor & Crum, 2015) also claimed that decentralization and formalization, the

dimensions of organizational structure could have a significant influence on the organizational performance. Thus, organizational structure touches the performance of organizations (Hao, Kasper & Muehlbacher, 2012). Surprisingly, Cater and Pucko (2010) recommended that there was a relationship between the good organizational structure and organizational performance in Slovenia; therefore, they recommended that further studies should involve it in other sectors.

Likewise, Alaba, et al. (2018) observed the influence of organizational structure on performance in telecommunication companies in Nigeria. Therefore, this study is expected to bring new insights in the context of developing country in Asian region like Bangladesh and is also expected to enrich the available literature for generalizing the relationship between organizational structure and organizational performance.

Equally, job engagement is regarded as the precursor of organizational performance as supported by empirical evidence (Huang, Ma & Meng, 2018). Scholars observed job engagement as a useful predictor that directs employee behavior to a new context while maintaining a high-performance level (Lauring & Selmer, 2015). Similar research has shown that an engaged workforce can lead to high organizational performance (Bhatti, Alshagawi & Juhari, 2018; Bal, Dorien & De Jong 2013).

Additionally, engaged employees are more enthusiastic, and are more committed to their organization (Kahn 1990) and are more likely to perform better (Hassan, Abbas, Iftikhar, Waqar & Waris, 2018). In the context to modern organizations, employers like to produce more outputs and enhance the performance with a fewer employee who will be fully engaged to the job with their minds and souls and not merely their bodies (Rothmann, 2017; Schaufeli, 2014). Hence, organizational performance largely depends on the extent of job engagement in the organization.

From the literature it has been observed that most of the research on the relationship between leadership style or organizational structure and organizational performance were carried out in Latin America, East Asian countries, Western Europe, Canada, USA, and in the same region where the socio-economic condition, culture, level of education, perception of people and living standard are almost similar and quite different than that of developing countries (Hassan, Prussia, Mahsud & Yukl, 2018; Demerouti & Cropanzano, 2017).

Therefore, the findings of developed countries cannot be implemented in the developing settings like Bangladesh particularly due to its socio-cultural situations (Gupta, Saksena & Baris, 2019). According to the World Factbook (2018), with the low literacy rate and GDP Bangladesh belongs to the category of developing economy.

Hence, this study is expected to bring new insights in the context of developing country like Bangladesh and is also intended to enrich the existing literature for generalizing the relationship between leadership style, organizational structure, and organizational performance.

Surprisingly, communication has become the part and parcel of human life in the modern era and it has been blessed with the revolutionary touch of the mobile phone. The world is becoming smaller due to the positive effect of telecommunication and life is found easier and comfortable also (Rahaman, 2017). As a significant sector Telecommunication can play an important role in the economy of any developing country.

In the telecommunication sector, technological advances are linked with the continuous growth of the mobile phone sector (Soheli, 2016). Moreover, the infrastructure of telecommunications has a significant consequence of economic growth (Baksaas, Jon Fredrik & LLP, 2007). Especially, the mobile industry in Bangladesh has scaled rapidly over the last decade to become the fifth largest mobile market in Asia Pacific, with 85 million unique subscribers in 2017. By helping to promote digital inclusion and support the delivery of essential services, the mobile industry makes a vital contribution to the economy of Bangladesh and plays a crucial role in supporting the achievement of the government's Digital Bangladesh and Vision 2021 initiatives (GSMA, 2018).

Additionally, mobile telecommunication companies have emerged as an important economic sector at the present time and it is adding a lot in boosting up the economy of Bangladesh. The mobile telecommunication companies in Bangladesh are aiming at providing cost-effective and quality services to the customer (Neogy, 2014). The users of mobile telecom in Bangladesh are increasing rapidly and the total number of subscribers to the different mobile telecom operator companies have reached 121.860 million at the end of January 2015 (BTRC, 2016). The socio-economic development of the country has been expedited significantly through the liberalization of the mobile phone sector.

In 2014, the mobile industry in Bangladesh made a large contribution in taxes and fees relative to its size in the economy: tax and fee payments from the sector, as a share of total tax revenues, were 4.5 times greater than the sector's revenue as a share of GDP (GSMA, 2018). Furthermore, in 2015, the mobile ecosystem generated 6.2% of GDP in Bangladesh, a contribution that amounted to around \$13 billion of economic value added. This contribution, as well as the indirect impact and the

productivity increase, brought about by the use of mobile technologies (GSMA, 2018). Therefore, the mobile phone sector should be considered especially to enhance the performance level by identifying the influencing factors to accelerate the way of industrialization.

1.3 Problem Statement

Telecommunication is an inseparable part of everyday life in modern world. Now-a-days, mobile phones are playing an important role in communication besides telephone (GSMA, 2018). Not only for making calls, among many other functions, mobile phone is used for communicating through text-messages, multi-media messages, as well as to connect the world through internet connectivity. Thus, the demand for mobile phone systems is generating a world-wide market (Omamo, Rodrigues & Muliaro, 2018).

By providing connectivity, mobile companies are playing a vital role in the development of Bangladesh, with access to mobile services, devices and content helping to promote digital inclusion and to bridge the digital divide, which in turn would contribute to achieving the goal of making Bangladesh a middle-income country (Dey, Babu, Rahman, Dora & Mishra, 2018).

Thus, the mobile phone sector plays a critical role in the development of Bangladesh.

Table 1.1 shows the snapshot of the mobile phone market in Bangladesh:

Table 1.1

Bangladesh Mobile Market

Features	2017	2025 (Projected)
Unique Mobile Subscribers	85 million	107 million
Unique Mobile Internet Subscribers	35 million	73 million
Total SIM Connections	145 million	190 million

Source: GSMA (2018)

According to the report of GSMA Intelligence (2018), Bangladesh is the ninth largest mobile phone market in the world by its unique mobile subscribers. This sector also has a huge contribution to its economic growth. In 2015, the mobile ecosystem generated 6.2% of GDP in Bangladesh, a contribution that amounted to around \$13 billion of economic value added. This figure includes the direct economic impact of mobile operators and the broader ecosystem as well as the indirect impact and the productivity increase brought about by the use of mobile technologies (GSMA, 2018).

Furthermore, the mobile sector provided employment to more than 760,000 people in Bangladesh (both formal and informal employment) and made a significant contribution to the funding of public-sector activity, in excess of \$2 billion in 2015 (GSMA, 2018). Looking ahead, GSMA Intelligence (2018) further reported that total employment is expected to grow around 9% from 780,000 to 850,000 in the period from 2016 to 2020, largely driven by direct employment creation in the mobile industry. Thus, it is expected that the economic contribution of the mobile sector in Bangladesh will continue to grow. In value-added terms, it is further estimated that

the sector will generate \$17 billion by 2020; which will bring Bangladesh closer to the development of the mobile sector in neighboring countries (GSMA, 2018).

Surprisingly, in Bangladesh, private mobile phone companies have gained people's trust and thus their number of subscribers is high rather than the government-owned company (Ashraf & Joarder, 2016). In terms of subscribers and profitability, previous researchers (Ashraf & Joarder, 2016; Hossain, Sultana & Mazmum, 2016) found private-owned companies at the top position in comparison to the government-owned company in Bangladesh. Thus, it shows that there is critical need to study on the telecom sector, particularly on government-owned organization in the country.

Moreover, as mentioned by the Bangladesh Telecommunication Regulatory Commission (BTRC, 2016-2017), there were six mobile phone companies in Bangladesh and the total number of active subscribers of mobile phone companies in Bangladesh are shown in Table 1.2.

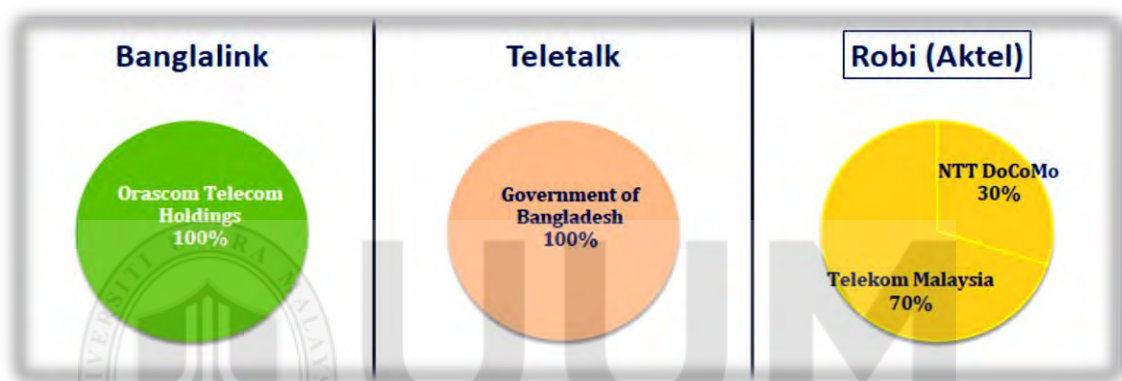
Table 1.2

Mobile Phone Companies in Bangladesh

Name of Companies	Active Subscribers (in million)
Grameen Phone Ltd. (GP)	52.354
Banglalink Digital Communications Limited	32.044
Robi Axiata Limited (Robi)	26.630
Airtel Bangladesh Limited (Airtel)	8.351
Pacific Bangladesh Telecom Limited (Citycell)	1.230
Teletalk Bangladesh Ltd. (Teletalk)	4.096
Total	124.705

Source: BTRC (2016-2017)

According to BTRC (2016-2017), in 2016, the mobile phone market in Bangladesh underwent its first major in-country consolidation, following the merger of Robi (Axiata) with Airtel (Bharti Airtel), which created the second largest operator by the number of connections. Hence, the mobile market in Bangladesh comprises four licensed mobile operators: Grameen phone, Robi, Banglalink and state-owned Teletalk. The following figure shows the company ownership of two renowned private company and only government-owned company in Bangladesh at a glance:



Source: BTRC (2016-2017)

Figure 1.1

Company Ownership in Bangladesh

As reported by BTRC (2016-2017), at the end of 2017, Grameen phone held a 46% share of total connections, followed by Robi (28%), Banglalink (23%) and Teletalk (3%). Since 2016, Citycell (Pacific Bangladesh) has effectively been closed. In brief, the government-owned company Teletalk (previously named as BTTB) has only 3% share; whereas other private companies occupy 97% share.

Study further reveals, TeleTalk is fully owned by the Government of Bangladesh but have only 3% market share. Subsequently, Rahman (2010) mentioned in his research report, although Teletalk started its operation in 2005, just for poor services, improper

marketing approach and poor leadership practice it failed to compete with other companies. Researchers also have carried out a significant number of research on organizational performance in an exertion to provide an insight into the antecedents, processes and other factors that can improve organizational outcomes (Najmi, Kadir & Kadir, 2018). Perhaps, organizational performance is deemed to be the most crucial constructs in the study of management literature (Alkasim, Hilman, bin Bohari, Abdullah & Sallehddin, 2018). Researchers further asserted that leadership style is the most important component that impact the performance of a given organization and researchers who attempt to examine organizational performance should look into this construct (Yukl, Mahsud, Prussia & Hassan, 2019).

Moreover, leaders determine the direction of an organization. For a successful organization, effective leadership is a vital component (Rahman, Dey & Al-Amin, 2019). Organizational performance is affected by different types of leadership style either positively or negatively (Gilbert & Kelloway, 2018). Once it is felt by the employees that the leader is well accepted and will lead the organization in the direction towards the highest performance and their benefit then they will act in a loyal manner (Cho, Shin, Billing & Bhagat, 2019).

Surprisingly, leadership energizes employees to work in a team toward a goal. With a view to meeting job-related demands, developing a higher-performing team, creating loyal, committed and highly dedicated employees, good leadership helps positively (Gilbert & Kelloway, 2018). Different type of leadership styles has been developed by the scholars that can help the leaders to realize the styles they should adopt and their followers will like accordingly (Rahman et al., 2019).

Despite a series of studies on leadership and leadership styles having an influence on individual and organizational outcomes argument has been placed by Jing and Avery (2016) that previous studies have applied a limited number of leadership paradigms. Hence there was a burning need to study the leadership style of the government-owned telecom company in Bangladesh with respect to their performance. More specifically, there was a felt need to find out the leadership gap exclusively in this sector.

In the viewpoint of the above literature, there is ample evidence to upkeep the findings that with the right kind of leadership style, leaders will be able to enhance organizational performance (Buil, Martínez & Matute, 2018). Apart from the leadership style, the other problem identified in previous literature is organizational structure. Additionally, researchers defined organizational structure as the formally prescribed shape of relationships prevailing between different units of an organization (Ferlie & Parrado, 2018).

Moreover, the performance of different kind of organizational structures are similarly sound and without changing the organization established organization does not find opportunities to enhance their profit (Kosova, Lafontaine & Perrigot (2013). In the case of influencing the organizational performance, Muritala (2018) documented the characteristics of organizational structure as serious components. Organizational structure is the way of allocating responsibility and power and the organizational members carry out work procedures (Nahm, Vonderembse & Koufteros, 2003). Scholars mentioned, the organization's long-term strategy breeds organizational structure and the structure of an organization affects organizational performance (Hao et al., 2012).

Based on the above literature, it can be established that leadership style and organizational structure have a close relationship with organizational performance. Simultaneously, many researchers (Karatepe, Yavas, Babakus & Deitz; Bates, 2004) ascertained that employee outcomes, organizational performance are predicted by job engagement. Hence, job engagement in many ways is linked with organizational performance. In the viewpoint of Schneider, Yost, Kropp, Kind and Lam (2018), the growth of the service sector means that more and more engagement will be required to fulfill this role. Organizations should execute strategies and engage employees in their jobs to attain steady and sustainable results. Interest in job engagement has been found a great deal in recent years (Schneider et al., 2018).

Apart from studying the effect of leadership style and organizational structure, the present study also focuses on the mediating effect of job engagement on organizational performance. In this respect, an appreciable number of research papers have been reviewed, however, no study has been found in the context of Bangladesh although the impact of job engagement on organizational performance is already proved in the developed economy (Popli & Rizvi, 2016; Zamil & Hossen, 2012).

Additionally, researchers noted, private companies are running successfully only for their dynamic leadership styles and highest-level job engagement (Popli & Rizvi, 2016). Previous studies (Rahman, 2014; Zamil & Hossen, 2012; Rahman, 2010) indicate, private mobile phone companies have a caring work environment where employees can deliver their views before the higher management. An ideal level of job freedom is offered to the employees with respect to their job that allows them to take decisions of own jobs. In a competitive telecom market in Bangladesh, such practice is deemed as the main element for their performance (Zamil & Hossen, 2012; Rahman,

2010). Additionally, the private sector-owned mobile phone companies in Bangladesh are operating their functions smoothly with credibility in comparison to Teletalk just due to their own leadership style and flexible organizational structure in their organizations (Safiullah, 2015; Rahman, 2012; Uddin & Akhter, 2012).

Researchers (Gerrish, 2016) further added that performance of government or public organizations in countries around the world, particularly in developing countries has drawn huge attention by scholars and practitioners worldwide (Bruce, de Figueiredo & Silverman, 2019). In this context, government sector reforms of the last quarter-century have basically stressed on improving the performance and the effectiveness of public organizations (Pfiffner & Brook, 2000).

Additionally, researchers strongly noted, government-owned organizations have increasingly stressed for productivity, quality, and service but incompatible demands have raised the worldwide chances of failure in any method of improvement (Bankins & Waterhouse, 2019). In developing countries, government-owned organizations pursue to adopt changes and improvements to enhance their performance level (Gerrish, 2016).

Further, it is noteworthy that such organizations are gradually looking for new ways and methods of development, particularly in the administrative aspects, that can help in obtaining efficiency and effectiveness. In this context, Pandey, Wright, and Moynihan (2008) pointed out, management highly affects effectiveness and performance, and that performance is the desired goal of public sector management systems. Jaradat and Iurian (2019) strongly mentioned that leadership is a way of dealing with the globalization challenges and coping with some best practices which have demanded public sector reform in many Asian countries, including Bangladesh.

Referring to the public sector of Bangladesh context the World Bank (2018) reported about the lack of accountability and poor quality of infrastructure as a serious problem all over the country (Stromquist, 2019). Additionally, the practice of bureaucracy, hunger of power and confusion of the managers refrain public sector from development (Panday, 2019).

Subsequently, the deterioration in the quality and reach of basic public services are in the knowledge of Bangladesh Government. Bangladesh Government has been testing alternative forms of delivery in assistance with the private sector, and NGOs with satisfactory performance (Hoque, Mahiuddin & Muneem, 2019; Chow et al, 2019). Hence, academics (Roller & Waverman, 2001) have felt a significant interest in the impact of the telecom industry on national and regional economies.

Therefore, although there are few research on similar topic there are not many studies on job engagement as the mediator effect on leadership styles, organization structure and organizational performance in relation Bangladesh context (Safiullah, 2015; Rahman, 2012; Uddin & Akhter, 2012). Besides, this study also suggests conducting an empirical study on the aforesaid relationship to generalize the concept as well as to adjoin new knowledge with the existing literature.

Considering the above circumstances, this study aims at filling the gap by measuring the mediating role of job engagement on leadership styles, organization structure and organizational performance relationship of the mobile mobile phone companies in Bangladesh.

1.4 Research Questions

This study attempts to answer the following questions:

1. Is there any positive significant relationship between leadership style (transformational, transactional and passive-avoidant) and organizational performance?
2. Is there any positive significant relationship between leadership style (transformational, transactional and passive-avoidant) and job engagement?
3. Is there any positive significant relationship between organizational structure and organizational performance?
4. Is there any positive significant relationship between organizational structure and job engagement?
5. Is there any positive significant relationship between job engagement and organizational performance?
6. Does job engagement mediate the relationship between leadership style (transformational, transactional and passive-avoidant) and organizational performance?
7. Does job engagement mediate the relationship between organizational structure and organizational performance?

1.5 Research Objectives

Research objectives of this study are mentioned below:

1. To determine the relationship between leadership style (transformational, transactional and passive-avoidant) and organizational performance;
2. To determine the relationship between leadership style (transformational, transactional and passive-avoidant) and job engagement;
3. To determine the relationship between organizational structure and organizational performance;
4. To determine the relationship between organizational structure and job engagement;
5. To determine the relationship between job engagement and organizational performance.
6. To investigate the mediating role of job engagement on the relationship between leadership style (transformational, transactional and passive-avoidant) and organizational performance.
7. To investigate the mediating role of job engagement on the relationship between organizational structure and organizational performance.

1.6 Significance of the Study

This study aims at contributing to the current body of knowledge and more specifically, by making a contribution to the insufficient body of knowledge in leadership, organizational structure, and organizational performance studies. Hence, social exchange theory (SET) and resource-based view (RBV) has been applied in this study

(Cook, Cheshire, Rice & Nakagawa, 2013; Barney & Arikan, 2011; Barney, 2001) and introduced a theoretical framework to an area of the study.

Particularly, this study adds job engagement (Schaufeli & Salanova, 2008) as the mediator to expand on the current theoretical perspective of social exchange and resource-based view theory on the performance of mobile phone company in Bangladesh. Thus, the current research also contributes to the understanding of the mediating role of job engagement in government-owned mobile phone company; which has been little serious study undertaken previously (Gursoy & Neale, 2016).

Furthermore, this study also incorporates both non-financial and financial measures of organizational performance, contrast to previous studies which focused on either one of the non-financial or financial measures (Kaplan & Norton, 1992). It is also among the few studies which consider the government-owned mobile phone company, especially in Bangladesh.

Simultaneously, in enhancing the knowledge and understanding concerning the variables under the study within Bangladesh context it also benefits the academics. Particularly, the study focuses on the organizational performance of government-owned mobile phone company particularly in Bangladesh, as opposed to other studies that were conducted in different parts of the world (Al-Tameemi & Alshawhi, 2014).

Moreover, the uniqueness of Bangladesh from other parts of the world is seen from the side of economic development, the level of research and awareness and understanding on the importance attached to the research is low compared to the developed countries (Horner & Hulme, 2019). Additionally, the study outcome provides benefit to mobile phone companies, business leaders, and government in terms of making policies.

The methodology adopted in this study, especially the instruments used in measuring the variables (Sekaran, 2003) under study is an additional contribution to the measurement as they are tested in Bangladesh context. Most of the leadership styles, organizational structure and job engagement studies to organizational performance relationship literature were conducted in developed countries, and study in Bangladesh adds to the understanding as to whether the measurement instruments are still relevant in other contexts different from that of developed countries.

Moreover, this study is believed to have both theoretical and practical significance. In other words, this study is anticipated to have a contribution to the research by exploring the factors that lead to sound organizational performance, exclusively the performance of government-owned mobile phone company in Bangladesh.

Simultaneously, the study is also expected to contribute to the Bangladesh public sector represented by the mobile phone companies by offering some recommendations to such organizations on how to uplift organizational performance and eventually improve the services provided by these organizations to the Bangladeshi people.

1.7 Scope of the Study

This study aims at looking into the relationship of leadership styles, organizational structure and organizational performance through the mediating effect of job engagement in the government-owned mobile company in Bangladesh. Hence, in this study, only the mid-level employees are considered to examine the relationship between leadership styles, organizational structure, and organizational performance. The mid-level employees are regarded as the volunteer population by accessibility, but

more importantly by their role as a current or future leaders in their organizations (Kuchinke et al., 2011).

In the mobile phone company, the mid-level employees (e.g. senior executive, assistant manager, deputy manager, manager, and deputy general manager) are more important for executing all official decisions and planning under the direction of respective supervisors.

Thus, the respondents in the study were the mid-level employees of the Teletalk company, the only government-owned mobile phone company in Bangladesh; who are directly involved with the accomplishment of the work. Hence, this study was solely limited to the scope of the study.

1.8 Definition of the Key Terms

An operational definition is significant in defining a concept to render that it is quantifiable, and is done by observing at the facets, behavioral dimensions or properties represented by the concept (Sekaran & Bougie, 2016). Accordingly, this study operates several key terms that are necessary to be understood clearly. The definitions of key terms used in this study are shown in Table 1.3.

Table 1.3

Conceptualize Definitions of Key Terms Used in the Study

Variables	Definition	Source
Organizational Performance	Organizational performance refers to the effectiveness of an organization that represents the results of the organization's activities or focuses on objective achievement. Organizational Performance has been conceptualized as the accomplishment of both financial and non-financial aspects.	Kaplan & Norton (1992)
Leadership Styles	Leadership style is the set of acts exhibited by the mentor which influence the followers. Leadership styles consist of transformational, transactional and passive-avoidant styles. These leadership styles play a significant role in maximizing the efficiency of an organization and achieving set goals.	Avolio and Bass (2004)
Transformational Leadership	Transformational leadership is the most studied leadership style in management discussion. Being equipped with their effective communication skills transformational leaders are capable of influencing their followers to concede and follow the strategic organizational goals.	Bass, Avolio, Jung and Berson (2003)

Table 1.3 (Continued)

Transactional Leadership	Transactional leadership style involves exchanges, expectations, and rewards of which there are three types: contingent reward, management-by-exception active, and management-by-exception passive. By using constructive transactions or exchange transactional leaders motivate their followers to expected performances.	Bass, Avolio, Jung and Berson (2003)
Passive-Avoidant Leadership	Passive-avoidant leadership style is comparable to no leadership at all. In passive-avoidant leadership, the leader displays very low levels of activity and denotes avoidance or absence of leadership.	Bass and Avolio (2004)
Organizational Structure	Organizational structure is a multi-faceted construct concerned with the division of work, responsibilities including specialization, departmentalization, centralization standardization, formalization, and flexibility.	Hao, Kasper and Muehlbacher (2012)
Job Engagement	Job engagement is the physical, emotional, and cognitive energy that individuals employ on a work assignment. Job engagement can be seen as a motivational concept that characterizes the active employment of personal resources toward the tasks associated with a work role.	Schaufeli, Bakker and Salanova (2006)

1.9 Organization of the Chapters

In chapter one, some background information about organizational performance and allied components that have both or either direct or indirect influence and effects are reflected. Specifically, this chapter is followed by the problem statement, research questions, and research objectives. The significance of the study, the scope of the study, and the definition of the key terms are also presented here.

Chapter two provides a general overview of the mobile phone industry in Bangladesh. Exclusively the background, significance, and contribution of the sector, problems, and challenges of the mobile phone sector, and the profile of only government-owned mobile phone company Teletalk have been equally discussed. Additionally, an overview of the literature that is linked to the research problem has been described. This chapter also discusses leadership-related literature, job engagement in the organization, organizational structure, and organizational performance.

Chapter three presents the research methodology used in this research. Discussions begin with the research design, exploratory, descriptive, and causal nature of the research, population of the study, sample size and sampling design, unit of analysis, operationalization and measurement of variables, instrumentation, control for measurement error, questionnaire design, data collection procedure, technique for data analysis, reliability and validity as well the outcome of pilot study and then it further discusses the available research approaches.

Chapter four describes the statistical analysis of the data collected through, which include data examination, screening and preparation, normality, linearity, multicollinearity and homoscedasticity. Respondents' profile is presented and

interpreted along with the results of factor analysis for all variables. Then, the measurement model as well as the structural model, which were assessed with SPSS 20 package, and Smart-PLS are analyzed and reported. A chapter summary is also presented and discussed.

Chapter five focuses on the research findings based on the study objectives and hypotheses. Furthermore, this chapter provides the theoretical, practical and methodological contributions and implications of the research findings. Finally, this chapter describes the research limitations, general summary, discussions, conclusion and recommendations for future study.



CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

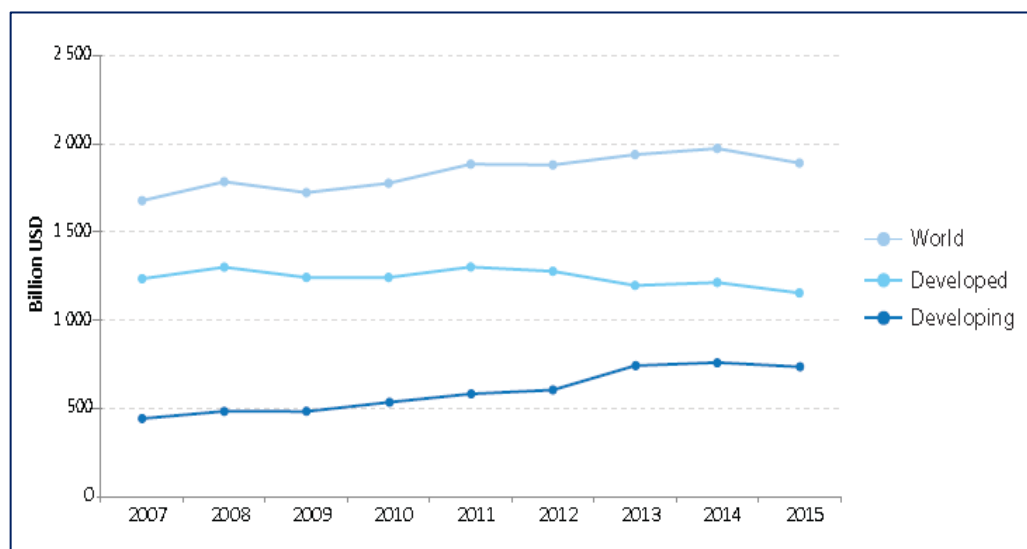
This chapter focuses on the related literature to the topic which starts with a brief background of mobile phone companies in Bangladesh followed by the relevant literature. More specifically, the significance of the mobile phone sector, the contribution of the sector in national development and the profile of Teletalk, the only government owned mobile phone company in Bangladesh are discussed in detail.

As the purpose of the study is to identify the mediating effect of job engagement on the relationship between leadership styles, organizational structure and organizational performance exclusively in government-owned mobile phone company in Bangladesh this chapter focuses on the related literature to the topic which starts with a short background of the variables followed by the relevant literature on organizational performance, leadership styles, organizational structure and job engagement. The leadership styles namely transformational and transactional leadership that affect performance in public organizations. This chapter reviewed the relationship among the constructs. Under the literature review, the relationship between leadership styles and job engagement, leadership styles and organizational performance, organizational structure and job engagement, organizational structure, and organizational performance and job engagement and organizational performance has been discussed in detail.

2.2 Significance of Mobile Phone Sector

Traditionally telecommunication was owned and provided by the government body in many countries. In a recent study Omamo, Rodrigues and Muliaro (2018) mentioned that mobile telephones now provide multipurpose platforms for services such as internet connectivity, e-banking, and e-commerce among others. According to Tanle and Abane (2018) a tremendous growth in mobile phone ownership is seen globally. As per information of International Telecommunication Union, currently mobile phone subscribers constitute 60 percent of the global population. Mentioning the report Boateng (2011) noted that in comparison to the developed countries there are more mobile phone users in the developing countries.

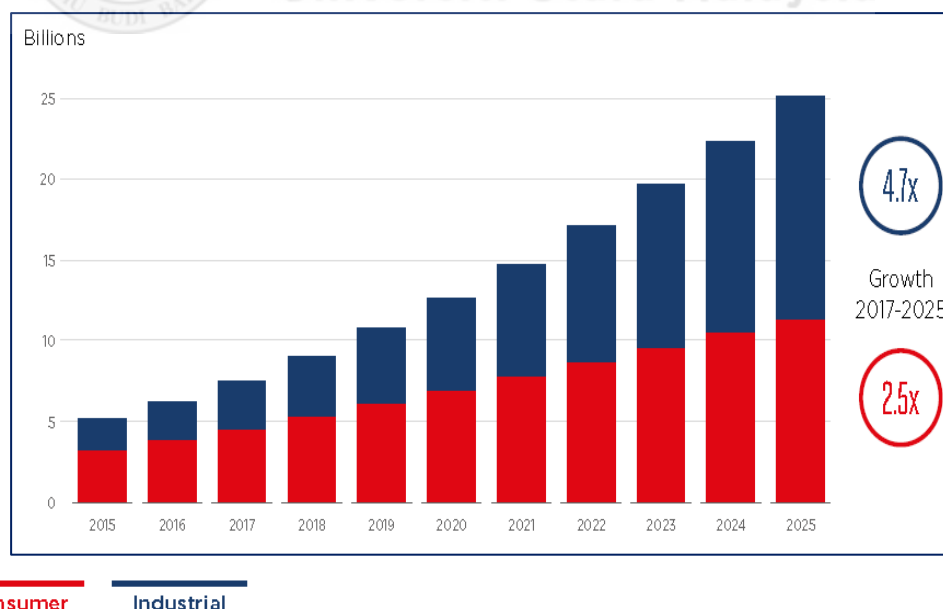
As reported by the International Telecommunication Union (2017), developing countries saw a compound annual growth rate in telecommunication revenue of 6.6% in the period 2007-2015. Following figure shows the revenue generated by this sector globally (ITU, 2017):



Source: ITU (2017)

Figure 2.1
Revenue Generation by the Mobile Phone Sector

Interestingly, mobile phone has a potential impact as a technology, product or service, on how trade is conducted. Tanle and Abane (2018) further mentioned that as a supply dominated industry this sector is undergoing a transformation towards a demand focused sector. Telecom sector has made the whole world a small village and life is more comfortable and better due to its usage. Additionally, Thavalingam and Karunasena (2016) observed that mobile sector already attracted a lot of private investment (both domestic and foreign) towards this industry besides facilitating market competition. Due to its wider technological system of information and communication technologies the boundaries among the technologies are disappearing. According to GSMA Intelligence, the number of mobile phone connections will increase more than threefold worldwide between 2017 and 2025, reaching 25 billion (GSMA, 2018). GSMA Intelligence further noted, the number of mobile phone connections will increase more than threefold worldwide between 2017 and 2025, reaching 25 billion. The following figure shows the mobile phone connections:



Source: GSMA (2018)

Figure 2.2

Worldwide Connection of Mobile Phone

According to the report published by the International Telecommunication Union (ITU) in 2016, mobile phone has been found as the most quickly accepted technology in the history. Around 3.2 billion people are using the internet globally of which 2 billion are from developing countries (ITU, 2016). Over the years the total number of subscribers of fixed broadband has been increased almost three times.

According to ICT Fact and Figures-2016, cellular phone subscriptions were rise up to around 7 billion of which 3.6 billion will be in the Asia-Pacific region. Growth of the mobile-cellular subscriptions in the developing countries as of 78 per cent of the world's total is the cause for such increase (ITU, 2016). In the sense of comprehensive investment, foreign direct investment and productivity level, the fast growth in mobile telecom has certainly had a transformative effect on the economy of Asian countries.

In recent years, telecommunication industry has experienced remarkable growth. GSMA Intelligence (2018) further mentioned, in 2017, the total value added generated by the global mobile phone system was \$1.1 trillion (or 1.4% of GDP), with mobile operators accounting for more than 60% of this.

It is further estimated that in 2017, this additional economic activity generated a further \$490 billion in value added globally that is 0.6% of global GDP (GSMA, 2018). Additionally, in value-added terms, it is further expected that mobile phone will contribute \$4.6 trillion to the global economy by 2022 (5% of GDP), up from \$3.6 trillion in 2017 (4.5% of GDP).

2.3 Performance of Mobile Phone Sector in Bangladesh: An Overview

The Mobile phone has been emerging aggressively in this country. Due to continuous development and information up-gradation in information and communication technologies, there has been tremendous change in the world economy. Particularly, a revolution in shaping up the process of global changes has been triggered up by the telecom sector. According to Ray (2016), a massive expansion in terms of cross-border information flows, reducing business costs and sensitizing consumer demand for classic product and services have been possible due to the growth of the telecom sector. Despite being a global business mobile telecom sector also benefits the creation of local and pragmatic businesses. The economic expansion of the countries is also positively influenced by this sector.

In Bangladesh, mobile phone is a fast-growing industrial sector. As projected by the scholars (Uddin & Akhter 2012), after China and India, Bangladesh will be Asia's third-biggest telecom market. Due to intense competition in this sector the mobile phone companies need for survival and force them to search for ways to attract and retain customers (Vranakis, Chatzoglou & Mpaloukas, 2012). Many foreign investors are now interested to do business in telecom sector in Bangladesh after the mobile phone industry has started moving towards high market penetration (Rahman, 2014).

Surprisingly, in the telecommunication business in 3G network services mobile phone industry has reached maturity stage. In recent years, this industry has rapidly expanded in the country. At present, Bangladesh has four mobile phone companies (GSMA, 2018). These are Grameen Phone Ltd. (GP), Axiata (Bangladesh) Limited (Robi), Banglalink and Teletalk, the only government owned mobile phone company in the country. Meanwhile, around US\$ 430 million was invested in the country's

telecommunication sector (BBS, 2017). Moreover, the Bangladesh Telecommunication Regulatory Commission (BTRC) has been playing a vital role in the economic development of the country. Since its inception till June 2017, BTRC has deposited a total of Tk 470 billion in government exchequer as a pre-tax revenue. The amount was Tk 42 billion alone in the year 2016. Moreover, BTRC has brought almost 99 percent of the country's population and 97 percent of its geographical location under mobile coverage. A total of 136 million mobile SIMs were active until June 2017 which were 84 percent of the total population.

Consequently, the number of internet subscribers also raise to 72 million during the time. About 30 million people in the country use social media. The amount of money transacted through mobile phone each day stands at Tk 10 billion. For monetary transaction, people choose digital way rather than conventional banking. The main driving force for this change is the latest telecommunication system. Development of the telecommunication sector has played the key role to raise per capita income to 1465 US Dollar which was 728 in 2009 (BTRC, 2016-2017).

With a view to providing the 3G facilities to the people of the country, all the mobile phone companies expended their services. Till June 2017, the total 3G subscriber's number increased up to 49.661 million (BTRC, 2017). Figure 2.3 shows a trend of 3G subscribers hike during (July 2016 - June 2017):

3G Subscriber		
Month	Subscriber (Million)	Growth Rate (%)
July, 2016	29.118	-
August, 2016	28.279	-2.9%
September, 2016	29.430	4.1%
October, 2016	27.811	-5.5%
November, 2016	31.093	11.8%
December, 2016	32.312	3.9%
January, 2017	32.941	1.9%
February, 2017	33.790	2.6%
March, 2017	34.557	2.3%
April, 2017	35.565	2.9%
May, 2017	36.102	1.5%
June, 2017	49.661	37.6%

Source: BTRC (2016-2017)

Figure 2.3

Subscribers of 3G Mobile Phone in Bangladesh

Figure 2.4 shows the subscribers trend during this period in Bangladesh (BTRC, 2017).

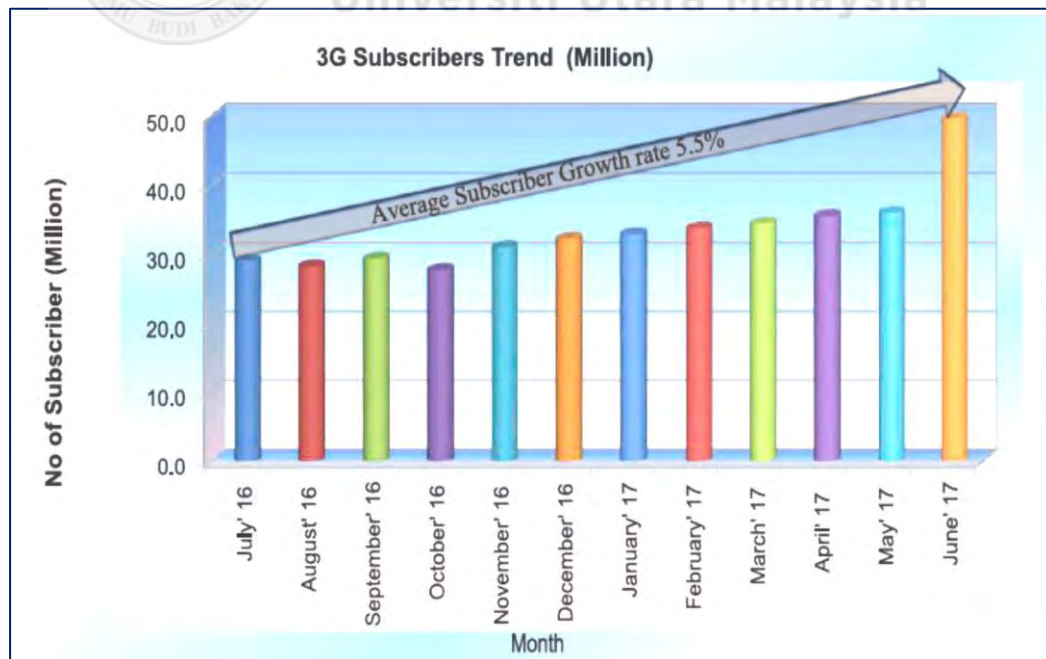


Figure 2.4

Mobile Phone Subscribers Trend in Bangladesh

The global telecom sector is changing continuously. Higher management and decision-makers in this sector should pay more attention to apprehend the new transformational challenges where this sector operates to enable them for adopting key decisions that influence the organization. Extracting value out of changing markets is a major challenge for telecom leaders (Ray, 2016). Specifically, the senior officials need goal-oriented, exceptional strategy and marketing sense to forecast the developments of market (Kotler & Gertner, 2002). In the viewpoint of the literature, there was a burning need to conduct such study exclusively in the mobile phone sector that will largely inspire other sectors to concentrate into their performance factors.

2.4 Background of Mobile Phone Companies in Bangladesh

By adopting new technologies and competition during the last two decades Bangladesh opened up its telecommunications sector for mobile phone services during 1990s (Yusuf, Alam & Coghill, 2010). After issuing the first mobile phone license in 1989 five more licenses were issued between the year 1996 and 2006. By the state-owned Bangladesh Telegraph and Telephone Board (BTTB) the telephone industry was served like other countries before the opening up of the industry for foreign investment and private entrepreneurs. By familiarizing Advanced Mobile Phone System back in 1993 Bangladesh became the first South Asian country to adopt cellular technology. It took long years to launch the mobile phone services even after issuing the first mobile license in 1989. Due to immensely high call rate and subscription charge the network coverage and number of subscribers had remained very limited (BTRC, 2016-2017).

The telecom sector in Bangladesh is rapidly emerging. In spite of various problems like one of the most populated and developing countries in the world, Bangladesh has exposed a way to raise the sector of telecommunications. The country has been engaged in the formation of an extremely competitive mobile market has more than 160 million people and relatively low GDP. In early 2009, mobile phone penetration was approaching around 30% after years of robust growth starting from a very low base (Uddin, 2012).

Surprisingly, the number of mobile phone subscriptions has reached 124.705 million at the end of April 2015 (BTRC, 2016-2017). Hence, the chronological progress of the telecom sector in Bangladesh is shown in Table 2.1.

Table 2.1

Chronological Progress of Bangladesh Telecom

Year	Chronological Progress
1853	Telegraph branch under Posts and Telegraph Department, British India
1971	Reconstruction of Bangladesh Telegraph and Telephone Department under Ministry of Posts and Telecommunications
1975	Telegraph and Telephone Board Reconstruction
1979	Bangladesh Telegraph and Telephone Board (BTTB) with licensing right for telecom and wireless services
1981	Digital Telex Exchange in Bangladesh
1983	Automatic Digital ITX started
1985	BTTB introduced Coinbox Telephone service
1989	GENTEX Telegraph messaging service introduced
1989	license to Bangladesh Rural Telecom Authority to operate in 200 upazilla

Table 2.1 (Continued)

1989	license to Sheba Telecom to operate exchange in 199 upazilla
1989	Pacific BD Telephone Limited and Bangladesh Telecom got license
1995	BTTB and TSS introduced Card Telephone service
1995	2nd and 3rd ITX installed in Dhaka
1996	Cellular telephone license to Grameen Phone
1996	Cellular mobile license for Telecom Malaysia International Bangladesh got
1998	Telecommunication Policy
2000	venture exchange between Global Telecom Service (GTS) Telex and British Teleco
2001	Telecommunication Act for establishing Bangladesh Telecommunication Regulatory Commission (BTRC)
2002	ICT Policy
2004	Teletalk mobile phone launched
2005	Sheba Telecom is acquired by Egypt-based Orascom
2006	BTTB is introduced by NGN
2008	with 100% shares owned by Government BTTB converted into Bangladesh Telecommunications Company Limited (BTCL)
2008	Aktel sold 30 percent stake to Japanese NTT DoCoMo
2009	Bharti Airtel picked up 70 percent stake in Warid Telecom
2009	Internet Protocol Telephony Service Provider (IPTSP) launched
2010	Rebranding of Aktel as Robi Axiata Limited
2012	the state-owned company Teletalk introduced 3G mobile service

Table 2.1 (Continued)

2013	3G auction took place for private companies
2014	64 districts covered with 3G by Teletalk Grameenphone, Banglalink and Robi
2016	Robi and Airtel were merged on November 16, 2016 and Robi set sail as the merged company
2018	4G auction held for private companies
2018	4G mobile service is introduced on 19 th February

Source: Wikipedia, 2018

Telecommunication sector made the highest growth in Bangladesh through the inflow of foreign direct investment (FDI) at 26 percent. According to a study of Bangladesh Bank (the central bank of Bangladesh), about USD \$ 430 million was invested mainly by the fast-growing mobile phone companies in the telecom sector before 2015 (Bank, B., 2016). As of December 2008, around BDT 30,000 crore was invested from this sector. More than BDT 20,000 crore was contributed to the National Exchequer from this industry during this period. By this sector, direct and indirect employment of 6,75,000 people has been generated; in recent years that has increased further (BTRC, 2016-2017).

Khabiruzzaman (2009) rightly pointed out, Bangladesh government is adopting several policies and activities in different sectors with a view to building Digital Bangladesh by 2021. To support the process of digital Bangladesh Telecommunications and ICT will work together as the basic arrangement. In the telecom sector, there must be a vigorous and strong public sector company to ensure suitable and timely application of government policies (Khabiruzzaman, 2009).

Despite serving people, private companies are eager to ensure their business first. Although private companies are cooperative to the government they are not compelled to obtain the government's target until they find it financially feasible to them (Khabiruzzaman, 2009). On the other hand, service is the first priority for the public sector company but there is widespread dissatisfaction among the consumers, specifically among key business customers (Khatun, Akter, Muhammad & Chowdhury, 2018). Irrespective to status and position government can reach to the common people through the public sector company. In order to invest around five thousand crores Bangladeshi currency in the telecom sector the government has already taken steps that may rise in upcoming days. Hence, the government sector company should be more dynamic as well as robust for the proper utilization of such huge investment (Khabiruzzaman, 2009).

Surprisingly, interest in the field of leadership styles in relation to several organizational and individual level outcomes are found among the researchers during previous decades. According to previous researchers (Buil, Martínez & Matute, 2019), a good number of studies have been done that purports the influence of leadership styles on organizational effectiveness, teamwork, organizational performance etc.

As pointed by other researchers (Wong & Laschinger, 2013; Laschinger et al. 2009), for supporting and empowering followers to put more effort and dedication to the organization and for best performance job engagement is considered as the major indicator of well-being. Furthermore, Schaufeli (2018) described personal and professional integrity towards the job and the organization as a job engagement. According to Loehr and Schwartz (2005), after engagement employees beyond their self-interest found emotionally connected, mentally focused, physically energized and

spiritually alighted. Additionally, engagement act as a predecessor to job involvement where employees experience profound involvement in their roles (Cooke, Cooper, Bartram, Wang & Mei, 2019). Surprisingly, Kahn (1990) also observed engagement as connecting the members of the organization to job roles and consequently people get involved and exhibit themselves emotionally, physically, and cognitively during their performances in engagement.

Therefore, Bakker and Schaufeli (2008) postulated that colleagues' and supervisors' support and performance feedback initiates a inspirational process that directs to job engagement and subsequently to higher performance is assumed as an overall model of job engagement. Driving improvement and inspiring organizational change has been defined as a strategic approach of job engagement by Ram and Prabhakar (2011). Additionally, research works done by Bates (2004) and Saks (2006) show that an engagement vacuum causes US businesses \$300 billion a year in productivity lost occurred due to disengagement or partial engagement of the majority of workers, around half of the Americans.

Saks (2006) further mentioned, in the academic literature engagement has been studied rarely and its antecedents and consequences are relatively slight known. Furthermore, scholars (Salanova, Agut & Peiró, 2005) critically observed that the relation between organizational resources and service climate are fully mediated by job engagement that was affected by the followers' compassion and brilliant job performance. Moreover, supervisor coaching and financial returns are partially mediated by job engagement (Xanthopoulou et al., 2009).

Additionally, Al-Tameemi and Alshawi (2014) argued that maximum literature are on people and leadership and their connection to organizational performance are from the

western context. For this reason, the need for expanding the literature base to cover more research on this link from the context of developing countries such as Bangladesh is justified.

By the end of 2015, market penetration should reach by 50% and during the forecasted period it were be increased by 75%. As per the forecast, the subscribers of mobile phone were be around 115 million by the year 2015. A great potential market of mobile phone in Bangladesh is sounded likely. At the end of January 2015, subscribers number reached to 121.860 million (BTRC, 2016-2017).

2.5 Profile of Teletalk (Government-owned Mobile Phone in Bangladesh)

Teletalk Bangladesh Limited (TBL) is a mobile telecommunications service provider under the brand name 'Teletalk' with its own GSM network to provide services to both retail and corporate subscribers (Teletalk, 2016). According to the information as delineated in the Annual Report of Teletalk Bangladesh Ltd. (2016), TBL is a full government-owned public limited company with an authorized and paid-up capital of Tk. 20,000 million and Tk. 0.014 million respectively incorporated on December 26, 2004 under the Companies Act 1994.

Teletalk (2016) reported, initially, Bangladesh telecommunications company ltd. i.e. BTCL (previously known as BTTB) initiated a project namely '10 (Ten) Lakh T&T Mobile Telephone Project' with an estimated cost of Tk. 7.96 billion. After completion of that project, the entire asset has been transferred to a separate public limited company namely Teletalk Bangladesh Limited. At that time, Bangladesh telecommunication regulatory commission (BTRC) issued cellular mobile phone company license to

Bangladesh telephone and telegraph board (BTTB) on September 1, 2004 for a period of 15 years. Later on, BTTB transferred the license in favour of Teletalk Bangladesh Limited on 16 March 2005 with effect from September 1, 2004. According to slot allocated by BTRC the company has to operate the system within GSM 900 and GSM 1800 bands. Moreover, TBL started 3G operation from October 14, 2012 in 2.1GHz spectrum ranges having 10MHz bandwidth under the project 'Introduction of 3G Technology and Expansion of 2.G Network'. At the end of October 2013, TBL obtained market share of 2.34% among six mobile phone companies in a very highly competitive market like Bangladesh (Teletalk, 2016).

TBL is now operating with subscribers' base around 2.09 million having network coverage in 64 districts (Teletalk, 2016). As it is the only government owned mobile phone company in Bangladesh, the ministry of postal and telecommunications owns 99.99% share of total outstanding share (643,866,100 shares) of the company. The rest of 2200 shares are distributed to eleven senior officials of different government entities, professional body and trade body in order to comply with the requirement of the Companies Act 1994. The company has professionals with various disciplines. As on June 30, 2013, the authorized and paid up capital of TBL stood at TK. 20,000.00 million and 6,438.66 million respectively. TBL has its corporate office in Dhaka city, the capital of the country (Teletalk, 2016).

As of January 2015, the total no. of subscribers of Teletalk are 3.890 million out of 121.860 million in the country (BTRC, 2016). Total human resources of the company stood at 503 as on June 30, 2013 (Teletalk, 2016). Teletalk has already established 22 customer care centres in all the 8 divisional cities with 64 retail stores in all districts of the country (Teletalk, 2016); where more than 200 staff work in addition to ensure

customer care services. Remarkably, the private sector-owned mobile phone companies in Bangladesh are operating their functions smoothly with credibility in comparison to Teletalk just due to their own leadership style and flexible organizational structure in their organizations (Safiullah, 2015; Rahman, 2012; Uddin & Akhter, 2012).

Hence there was a burning need to study their leadership role for the success of these organizations which are now-a-days are model to other corporate organizations in Bangladesh. In view point of previous studies, as a fast moving sector in the country all credits go to the leadership role of these organizations in any way. But it is pity; still there is no such kind of study in Bangladesh. It is evident; leadership and organizational performance have a positive relationship (Muthuveloo, Kathamuthu, K., & Ping, 2014). Therefore, this field has a huge demand for further study.

2.6 Organizational Performance

In the management arena, the most widely studied aspect is organizational performance (Singh, Darwish & Potočník, 2016). Previous scholars clearly mentioned that regardless of the extensive studies carried out in the literature about organizational performance, no universal consensus has been reached on the way it should be defined. The area of organizational performance is enriched with the contribution of the scholars in the fields like operations management, human resources management, strategic management, marketing and organizational behavior (Humayon et al., 2018; Ahmed & Othman, 2017). Organizational performance is also identified with a comparison to some benchmarks in terms of effectiveness and efficiency and concurrently to the

action (Sihag & Rijdsdijk, 2019). The organizational performance takes the organization to a higher place through strategic planning, decision rules, institutions, processes and people.

Subsequently, organizational performance is a system's ability to produce valued output in the form of goods or services (Alkasim, Hilman, bin Bohari, Abdullah & Sallehddin, 2018). Organizational performance has been well researched in the past. Some of the financial indicators that determine an organization's performance are productivity, profitability, turnover etc. (Ahmed, Shah, Qureshi, Shah & Khuwaja, 2018). Additionally, organizational performance comprises the actual output or results of an organization as measured against intended goals and objectives (Ole Kulet, Wanyoike & Koima, 2019).

Moreover, organizational performance is all about goal accomplishments through the transformation of inputs into outputs (Chen, Tang, Jin, Xie & Li, 2014). From a content perspective, performance is all about economy, efficiency and effectiveness. It brings out the relationship between effective and minimal cost (economy), the outcome and achieved outcome (effectiveness), between realized and effective cost (efficiency). Performance is further regarded as the outcome or output from products, services or processes that permits evaluation against standards, previous results and set goals (Andersen, Boesen & Pedersen, 2016).

Meaningfully, performance success and failures of apparently alike industries have been experienced in recent years by many organizations over the world (Habersang, Küberling-Jost, Reihlen & Seckler, 2019). Even after long-term performance few companies have faced trouble and even failure (Amankwah-Amoah, Boso & Antwi-Agyei, 2018; Flamholtz & Randle, 1998). In an attempt to shed light on the term Para-

González, Jiménez-Jiménez, and Martínez-Lorente (2018) defined organizational performance as the mechanism that organizations apply to monitor the relationship between higher officials with its stakeholders. Additionally, collecting and conveying information on performance, processes, activities, products, business units and services has been defined as the organizational performance by previous researchers (van der Kolk & Kaufmann, 2018; Perdomo-Charry, Barahona & Zuñiga-Collazos, 2017). More specifically, with a view to attaining the organizational objectives it is a planned measurement system of performance that provides information allowing the organization to identify the strategies offering the highest potential (Pollanen, Abdel-Maksoud, Elbanna & Mahama, 2017).

It is also impossible to enhance a business entity without measuring its present situation. Thus, scholars further defined organizational performance as the measure utilized for the evaluation and assessment of the organization for developing value and disseminating among the customers (Miller, 2016; Singh, Darwish & Potočnik, 2016). Measurement of financial strength of a company like the profit level, level of investment with progression in sales and profit has been explained as performance by others (Masa'deh, Al-Henzab, Tarhini, & Obeidat, 2018).

Furthermore, Zhu, Wang and Bart, (2016) defined organizational performance as an ability of organizations to meet organizational goals and demands from their environments. Surprisingly, many factors influence organizational performance including a set of internal factors like organizational culture, leadership styles, human capital and capacity, and other external factors such as environmental, political and social factors (Diamantidis & Chatzoglou, 2019). Researchers also observed carefully that the researchers who conducted studies on organizational performance in the public

sector only focused on some of these factors and did not included all the factors in a single study due to the fact that so many factors influence organizational performance (Pollanen et al., 2017; Pandey, Wright & Moynihan, 2008).

Moreover, organizational performance has been tested through financial as well as non-financial measures in literature in an attempt to measure the performance of an organization. According to Kaplan and Norton (1992), the changing business environment have forced the organizations to go beyond the traditional measurement system that has one dimension and narrow focus to be able to measure all the operational aspects and the market factors as well. Therefore, many researchers have been evaluating the existing measures besides designing new ones.

Organizational performance further denotes the organizational skill of organization to accomplish its goals like profitability, strong financial results, sizeable market share, quality products, customer satisfaction, and long-term survival, using appropriate strategies and action plans (Weller, Süß, Evanschitzky & Wangenheim, 2018). It is a continuous innovation and advancement process that remains evolving in line with the organizational growth that requires the involvement of all levels of management and staff within the organization (Mazzei, Flynn & Haynie, 2016).

In addition, the highest performing organizations not only aim to maintain at a predefined level of performance but also continuously drive towards raising the performance by enhancing performance elements. Researchers (Chen, Tang, Jin, Xie & Li, 2013) further emphasized on adopting policies to reach the performance and raise the efficiency in organizational performance both in profit-making and non-profitable organizations.

Moreover, how well an organization is performing in terms of quality, profits, and market share benchmarked with other organizations in the same segment are also measured by organizational performance Sawalha (2013). Thus, organizational performance can be considered as an indicator of the productivity and it allows organizations to pay more attention to areas that require improvement by measuring in terms of cost, time, and quality (Koochang, Paliszkievicz & Goluchowski, 2017).

Organizational performance has also been applied as an indicator to assess the objectives of an organization (Shin & Konrad, 2017). Therefore, organizational performance is perhaps one of the most extensively used as a dependent variable in organizational-based research (Al-dalahmeh, Khalaf & Obeidat, 2018; Rogers & Wright, 1998). There are several studies which have used different techniques in measuring organizational performance (Sawalha, 2013; Green, Whitten & Inman, 2007). Subsequently, organizational performance can be measured through the effectiveness and efficiency of organization's objectives achievement (Singh et al., 2016).

Interestingly, organizational performance in public organizations has widely been recognized as a multidimensional construct (Pollanen et al., 2017). Hence, previous researchers argued that financial measures alone are inadequate and inappropriate in capturing important multiple aspects of public-sector performance (Mayne, 2017; Bottomley, Mostafa, Gould-Williams & León-Cázares, 2016). They included indicators of service quality, cost, efficiency, and cost-effectiveness in their study and further reasoned that their relative importance can vary across stakeholder groups, complicating the assessment of impact of strategic planning on performance (Bottomley et al., 2016).

In earlier studies, researchers had identified responsiveness (e.g. customer, citizen, and staff satisfaction), and democratic outcomes (e.g. accountability, probity, and participation) as potential outcomes (Andersen, Boesen & Pedersen, 2016; Boyne, 2002; Boyne et al., 2006). Recognizing the most recent studies Andrews and van de Walle (2013) have focused on efficiency, incorporated multiple dimensions of public-service performance. They identified four dimensions of performance: efficiency, effectiveness, responsiveness, and equity, and found that strategic orientation exhibits a positive association with all four dimensions (Andrews & van de Walle, 2013).

Subsequently, organizational performance attributes included operational efficiency, effectiveness in achieving organizational objectives, and service quality (Kumar & Gulati, 2009). Therefore, the design of this study appropriately integrates multiple dimensions of organizational performance.

Researchers further noticed that particular areas of organizational results like: i) financial result that is encompassed of profitability and return on assets ii) performance of product market and iii) shareholder return are included in organizational performance (Ochieng, Muturi & Njihia, 2015; Richard, Devinney, Yip & Johnson, 2009).

Scholars also suggested four main areas of organizational performance measurement which include i) increase stakeholder value, ii) accomplish process excellence, iii) enhance organizational learning, and iv) customer satisfaction (Kanji, 2002). Although Kaplan and Norton (1996) focused on i) financial perspective which includes return on investment (ROI) and economic value added, ii) the customer perspective which includes market share, customer satisfaction and retention, iii) the internal business process perspective that includes new product development, quality, response time and

cost, and iv) the organizational learning and growth perspective which includes information systems service availability and employee satisfaction (Singh et al., 2016, Kaplan & Norton, 1996).

Furthermore, researchers like Tickle, McDonald, Franklin, Aggarwal, Milsom and Reeves (2011); Kaplan and Norton (2006) used the balanced scorecard to measure the organizational performance in their studies. As a performance measurement instrument Kaplan and Norton introduced the Balance Score Card (BSC) in 1992. It was then modified into a comprehensive performance management tool.

2.6.1 Balance Scorecard

As a performance measurement tool, Kaplan and Norton introduced Balance Score Card (BSC) in 1992. With a view to searching ways to progress, organizations require frameworks for performance accountability. Hence, the utilization of the BSC is of extreme implication and may be used as a guideline for organizational leaders in communicating their business strategy to individuals within the organization (Salmon, Pappas, Spyridakos & Vryzidis, 2018).

Kaplan (2012) further encourages the usage of the BSC in non-profit strategic management and planning. Apart from financial measures, the BSC was focused on alternative measures like employee growth, customer procedures, learning processes and internal business practices. According to Kaplan (2012), the BSC system has been found to be even applicable to non-profits.

The BSC may be applied to organizational outcomes in terms of non-profit goals and aims. Its results can be related to business operations and long term strategic goals of non-profits. According to Kaplan and Norton (2001), BSC measures the organization's performance that is related to knowledge within the processes of non-profit organizations, causal relations between strategic planning and organizational performance is also demonstrated here. In non-profit organizations, BSC framework contains goal and strategy in the center (Salmon et al., 2018; Niven, 2008).

Richard et al. (2009) further observed, researchers concerned about any area of management are interested in organizational performance to see as the dependent variable (DV). Moreover, to the survival and success of the modern business market competition, inputs and capital made organizational performance indispensable (Tizroo, Esmaili, Khaksar, Šaparauskas & Mozaffari, 2017; Richard et al., 2009). Consequently, in modern industrial activity, this concept has attained a central role as the deemed goal.

Hence, organizational performance is probably the most widely used dependent variable in organizational research today yet at the same time it remains one of the vaguest and loosely defined constructs (Nawab, Nazir, Zahid & Fawad, 2015). Therefore, organizational performance is the ultimate dependent variable of interest for researchers concerned with just about any area of management. Kareem and Haseeni (2015) rightly stated in their study that the organizational performance has been affected by various factors which are in the control of an organization. Previous studies also examined the empirical evidence on the relationship between such factors and performance (Adigüzel & Kuloğlu, 2019; Hilman & Kaliappen, 2014; Akingbade, 2014).

2.7 Leadership

There have been a series of studies carried out on leadership (Masa'deh, Obeidat, B. Y., & Tarhini, 2016). As this study aims at leadership styles as an independent variable, it is noteworthy to grasp relevant research and theories of leadership (Turnnidge & Côté, 2018). Thus, previous literature and research on different leadership theories and styles have been reviewed as the basis of this study. Various researches on leadership conducted by other researchers have been followed accordingly.

In order to achieve organizational performance, there is a need for the top management to display good leadership qualities and create a good working environment (Teoman & Ulengin, 2018). According to the leadership scholars, a leader generally determines the future and performance of an organization (Rahmani, Roels & Karmarkar, 2018). By using the correct leadership styles managers can enhance the performance and productivity of the organization (Buil et al., 2019).

2.7.1 History of Leadership

There is adequate evidence to comply the concept of leadership that has been developed over the last 200 years (Maranga, Kennedy, Madison & Denise, 2017). Leadership has its roots at the beginning of civilization (Raelin, 2017). During ancient period, leadership was common among the Egyptian rulers and Greek heroes (Poell, Abdulla, Rieder, Woltering & Zack, 2016). The concept of leadership in relation to leading a country was found 5000 years ago in an ancient Indian manuscript called Thirukural (Rajagopalan, 2010). Thirukural by C. Rajagopalachari offers four criteria for anyone who wants to lead people by promoting humility (adakam in Tamil) and requiring

loyalty, clear-headedness, a non-bias mindset, and freedom from the attraction of property (Rajagopalan, 2010).

Thus, the leadership scholars suggest, during 1960 and 1970 leaders were focused on the decision-making process, particularly on issues like delegation and participation of followers. Consequently, Leader-Member Exchange Theory (Gerstner & Day, 1997) was introduced during this period. During 1960 and 1970, leadership scholars were interested in situation aspects that enhance or nullify the leader's traits effects (Yukl & Mahsud, 2010). After the Fiedler's Contingency Model (least preferred co-worker) Path-Goal Theory of leadership by House, Situational Leadership Theory by Hershey and Blanchard, Leadership Substitutes Theory and Multiple-Linkage Model took place in the discussion of leadership (Storey, 2016).

As noted by Yukl and Mahsud (2010), scholars were interested in the emotional and symbolic aspect of leadership in the 1980's. The theories on charismatic and transformational leadership were developed during this period. Researchers further postulated, the failure of organizations was attributed to unethical decision-making during the 1990s and 2000s, and this led to the development of an interest in ethical leadership: servant leadership, spiritual leadership, transformational leadership and authentic leadership (Brown & Treviño, 2006; Bass, 1999).

Among the leadership scholars, Burns (1978) added a contribution to the study of leadership while carrying out a study on the leadership behaviour of politicians. He was one of the pioneer scholars who attempted to address subordinates as either transformational or transactional. Bass (1990) modified Burn's model and applied it in the general organizational environment. Scholars further found that theory on transactional and transformational leadership introduced by Bass (1985) is considered

as one of the most extensively researched theories of leadership (Eisenbach, Watson & Pillai, 1999); Parry & Proctor-Thomson, 2002). Three styles of leadership such as transformational, transactional and passive avoidant has been described by Bass (1990) in his model.

2.7.2 Leadership Style

Bass and Avolio (1995) shown in their study, transactional and transformational styles are two separate dimensions of leadership. Bass (1990) determined that both these dimensions of leadership style complement each other. In another sense, transformational style is an extended approach of transactional style. Bass and Avolio (2004) suggest that transformational leadership is insignificant when transactional leadership is totally absent. A study on transformational leadership indicated that in order to realize performance in transformational organizational changes, the managers or leaders in the organization must acquire the right skills and attributes that display the characteristics of transformational leaders (Kodama, 2019).

Another research conducted by Barling, Slater and Kelloway (2000) found transformational leadership statistically significant in two different companies. Exploration of the influence of transformational leadership further asserted by Dvir, Eden, Avolio and Shamir (2002) indicated that leaders had direct significant influence on performance. A new model of leadership called the 6-L model introduced by Aqeel Tirmizi (2002) constituted with following elements: leads by example; encourages achievement through recognition; provides a vision; encourages learning and development; leads and promotes change; and concern for others in the group is an important framework for research on leadership and development.

Similarly, a study to determine the measurement validity and the factor structure of MLQ (Form 5X) developed by Avolio and Bass (2004) was carried out by Antonakis, Avolio and Sivasubramaniam (2003). As per their suggestions, the evaluations of leadership may be influenced by the circumstances in which leadership is perceived and evaluated. Transformational leadership was further studied by Kark, Shamir and Chen (2003). The study carried out among 888 bank employees working under the guidance of 76 branch managers showed that transformational leadership is positively and significantly associated with performance (Kark, Shamir & Chen, 2003).

Applying a sample of 402 personnel of the banking and finance sector in China and India Walumba, Wang, Lawler & Shi (2004) found a significant relationship between transformational approach and performance in a field survey. Another study conducted among Norwegian cadets by Bartone, Eid, Johnsen, Laberg, and Snook (2009) revealed that the participants displayed increased transactional and transformational leadership after the training and less of passive avoidant leadership. The role of transformational leadership and team innovation have been explored by Eisenbeiss, Knippenberg & Boemer (2008). They conducted this study among 33 research and development teams that indicated the encouraging role of transformational leadership (Eisenbeiss, Knippenberg & Boemer; 2008).

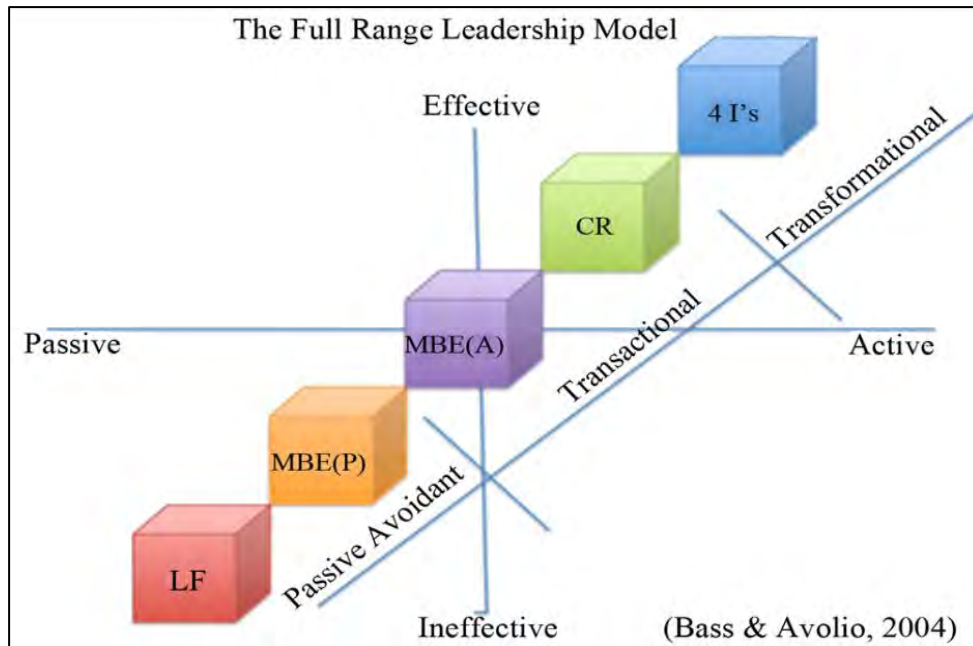
Further, leadership study conducted by Krishnan and Arora (2008) among 93 superior-subordinates from several organizations in India investigated the relationship between transformational leadership and performance. The results revealed that a leader's behavior is significantly associated with transformational leadership, and transformational leadership is significantly linked to performance. Moreover, leadership covers different styles which are inevitable for the smooth functioning and

direction of any organization that ultimately ensure organizational performance (Bass & Avolio, 1995; Buil, Martínez & Matute, 2019).

An exclusive study carried out by Chung-Wen (2008) in SMEs in Taiwan on the link among leadership styles, established that performance may be influenced by different styles of leadership. As compared to transformational style transactional leadership was found to be less significant in terms of its influence on business performance.

2.7.3 Full Range Leadership (FRL) Approach

The concept of full-range leadership (FRL) approach was proposed by Bass and Avolio (1997). This model consists of a range of leadership behaviors. Under the full-range leadership model, every leader demonstrates some characteristics of each of these leadership styles (Kirkbride, 2006). According to Kirkbride (2006), among different leadership models the FRL approach is one of the most researched and validated model which is currently being used widely throughout the world. Under this model, effective leaders display the transformational leadership style and the less effective leaders display the passive-avoidant leadership and transactional styles (Bass & Riggio, 2006). The following figure portrays leaders as using a wide range of different forms of leadership behaviors:



Source: Avolio & Bass (2004). Multifactor Leadership Questionnaire

Figure 2.5

Full Range Leadership Approach

The review of literature on leadership theories has shown that the FRL model is the appropriate model to discuss leadership styles as it covers the full range of leadership styles examined in this research. Three types of leadership approaches like transactional, transformational and non-transactional laissez-faire are included in the FRL theory of Avolio and Bass (2004).

In the discussion of FRL Model Researchers (Turner, Yoo, Salter & Kimball, 2007; Green, Miller & Aarons, 2013) found the approach comprising of transactional, transformational, laissez-faire style and management by exception (active and passive). The FRL theory of Avolio and Bass (2004) comprises three types of leadership styles (transformational, transactional, and laissez-faire) signified by nine separate elements:

five for transformational style of leadership (inspirational motivation or charisma, idealized influence behavior, idealized influence attributed, intellectual stimulation, individualized consideration), three for transactional style of leadership (contingent reward, management-by-exception active, management-by-exception passive) and one for laissez-faire style of leadership.

As Kirkbride (2006) viewed, ranging from non-leadership (passive leadership) to transformational style FRL approach exhibits the complete array of leadership model. Every leader demonstrates some characteristics of each of the leadership approach under this model. The FRL model is most researched leadership approach that is currently being used throughout the world (Asrar-ul-Haq & Kuchinke, 2016; Kirkbride, 2006). Under the FRL model, effective leaders display the transformational leadership style and the less effective leaders display the transactional and passive-avoidant style of leadership (Bass & Riggio, 2006).

Barbuto and Cummins-Brown (2007) mentioned that more than 100 years of research including transactional leadership, transformational leadership and passive avoidant leadership is the basis of FRL model. All these types of leadership are discussed below.

2.7.3.1 Transformational Leadership Style

Transformational leadership is one of the most extensively researched topics of the past few decades, evidenced by the more frequent citation of studies than other leadership topics (Ng, 2017). Therefore, transformational leadership attracts such attention because of its relevance and importance to organizational productivity. Bass promulgated this leadership approach. According to Burns (1978), an organizational vision is created by such leaders where the followers get inspiration and motivation.

Bass and Avolio (2004) addressed transformational leaders as the agents of changes as the organizational vision is shared among the employees.

Furthermore, Yukl (2010) found long-term and extended positive effects on the organization and its performance are possible through transformational leaders, whereas the terms of the contract with the followers are monitored by the transactional leaders. Transformational leadership has predominantly been described by its effects, e.g., that transformational leaders instill pride and respect, shift motivation from self-interest to collective interest, and inspire and motivate performance beyond expectations (Arnold, 2017)

According to Avolio and Bass (2004), influencing ability of the leader on the followers is the basis of transformational leadership theory. Simultaneously, idealized attributes; idealized behaviors; intellectual stimulation; inspirational motivation and individualized consideration all these five factors constitute the foundation of transformational leadership (Galli, 2019). Transformational leaders are also agents of change in their organizations. They encourage their followers to transform themselves by pushing their limits and adopting new ways of doing things (Bass and Avolio 1990).

The transformational leadership literature further suggests that when leaders engage in positive behavior patterns such as providing intellectual stimulation, inspiration about job, and expressing genuine concern about individual employees' needs, leaders create positive work conditions that enhance employees' beliefs in their own abilities and motivate them to higher levels of performance and well-being (Arnold, 2017).

The literature further revealed that transformational leaders affect performance by developing strong bond with the employees (Wang, Courtwright, & Colbert, 2011).

Further, transformational leadership increases the emotional connection or identification between the supervisor and the subordinate in such a way that employees feel more confident to perform beyond expectations. Thus, leaders have positive effect on performance (Arif & Akram, 2018) and the deficiencies of performance will be overcome by such leadership.

Similarly, the transformational style of leadership has been discussed in many studies in different way. Furthermore, the transformational leader could be a visionary, inspiring or innovatively stimulating servant leader (Waterman, 2011). Transformational leadership is more about the process of leadership as opposed to the desired leadership aim. Researchers further found that the transformational leader attempt to change the attitudes of the subordinates (Chaubey, Sahoo & Khatri, 2019). In another manner, the transformation might take the shape of inspiring the subordinates, creating a vision for the subordinates, and motivating the subordinates (Yizhong, Baranchenko, Lin, Lau & Ma, 2019). Therefore, transformational leadership is the new paradigm for the post-industrial global society (Rost & Barker, 2000).

Prior research has linked transformational leadership to different organizational performance (Buil, Martínez, & Matute, 2019). As the transformational leaders engage in high-quality exchanges with the employees, explaining the organizational goals to the employees, in turn, employees are more likely to contribute to the performance (Weller et al., 2019).

Hence, transformational leaders articulate the vision, passionately own the vision, and relentlessly drive it to completion which enhances the performance as a whole (Weller et al., 2019). Previous researchers (Afsar, Badir, Saeed & Hafeez, 2017; Benjamin & Flynn, 2006) observed, in comparison to transactional style; the transformational

leadership is more effective and businesses performance is positively correlated. Robust evidence has also shown that transformational leadership is more effective at the organizational level (Barrick, Thurgood, Smith, & Courtright, 2015).

2.7.3.2 Transactional Leadership Style

This type of leaders work within their organizational cultures following existing rules, procedures, and norms; team members agree to obey their leader totally when they take a job on, the organization pays the team members, in return for their effort and compliance, as such the leader has the right to punish the team member (Samson & Ilesanmi, 2019). All job assignments under transactional leadership style are explicitly spelled out along with conditions of employment, disciplinary codes, and benefit structures (Samson & Ilesanmi, 2019).

Surprisingly, the transactional leadership has transactions between leader and employees at its conceptual core (Podsakoff et al., 2006), and accordingly this leadership style is defined as the use of contingent rewards and sanctions. Leaders and subordinates have substantial power and influence under this viewpoint. Here, the leader can influence and motivate individuals in an organization (Burns, 1978). Leadership scholars like Burns (1978); Bass (1999); Bass and Riggio (2006) and Judge and Piccolo (2004) suggest the reciprocal relationship between a leader and the subordinates is the basis of this type of leadership. In order to motivate the behavior of the subordinates, leaders use a bargaining process in this style.

Transactional leadership thus entails the use of contingent rewards and sanctions to make individual employees pursue their own self-interest while contributing to

organizational goal attainment (Jensen et al., 2019). This rests on the assumption that through appropriate incentives the self-interest of individual employees may align with the interest of the organization. Researchers further argued, only contingent rewards and sanctions are relevant: whenever employees are rewarded or sanctioned, these transactions should relate directly to employees' specific effort or performance (Jensen et al., 2019).

Otherwise, the transactions cannot be expected to be effective. Hence, transactional leadership is based on an exchange process leading to the completion of contractual obligations (Turner, 2019). It is associated with setting objectives and both monitoring and controlling outcomes and assumes either active or passive management by exception, both of which are involved with corrective transactions; either actively or passively (Zaman, Nawaz, Tariq & Humayoun, 2019).

Additionally, transactional leadership style is built on an exchange relationship between leader and follower based on contingent reward (punishment) determined by attainment or non-attainment of performance goals, which focus on rules and procedures to maintain stability in the workplace (Cho, Shin, Billing & Bhagat, 2019). Furthermore, the transactional leadership style involves exchanges, expectations, and rewards (Bass 1999), of which there are three types: contingent reward, management-by-exception active, and management-by-exception passive.

Here, leaders offering contingent rewards motivate their followers to expected performance using constructive transactions or exchanges (Cho et al., 2019). The second category, management-by exception, involves corrective action in cases where the results of leader–employee transactions entail unmet expectations. Active management-by-exception, however, involves intervention prior to problems

developing; such leaders monitor the activities of their followers and take preventative actions as necessary rather than waiting until problems have already occurred (Howell & Avolio, 1993).

Empirical studies further revealed, transactional leaders provide direction and motivate employees by instituting goals and by clarifying task requirements (Robbins & Coulter, 2012). There exists an agreed exchange process between the leader and the followers in order to achieve the necessary standard of performance (Samson & Ilesanmi, 2019). Most transactional leaders are risk-averse, and perform well in a stable and predictable environment (Bass, 1990). Previous researchers also found that transactional leadership leads to greater performance (Podsakoff et al., 1984) contended that performance is being monitored and future rewards and punishment are contingent in the level of performance (Samson & Ilesanmi, 2019).

2.7.3.3 Passive-Avoidant Leadership Style

The third type of leadership style introduced by Bass (1985) is laissez-faire or passive-avoidant leadership which is characterized by a lack of leadership. Leadership scholars (Avolio & Bass, 2004; Gardner & Stough, 2002) explained that ‘no leadership’ or ‘do nothing’ style is equivalent to passive-avoidant leadership. As Bass and Avolio (2004) mentioned in their study, under this leadership style, leaders do not provide any assistance or guidance for the assigned tasks. Graves, Sarkis and Gold (2019) further added, among the three leadership styles this type of leadership is considered to be the least effective. Two main elements are found under the passive-avoidant (PA) leadership approach, namely, laissez-faire (LF) and management-by exception passive (MBE-P).

Passive leadership is an ineffective type of leadership as reported by Howell and Avolio (1993). Passive management by exception has negative impacts on the performance of employees and the laissez-faire approach of leadership is the least effective style of leadership (Bass and Avolio, 1994). Moreover, passive-avoidant leadership is characterized by an avoidance of leadership responsibilities or intervening only when necessary. Thus, it tends to promote greater compliance behavior or enacting the minimum levels of effort necessary in order to fulfill work obligations, rather than initiative-taking (Gilbert & Kelloway, 2018).

Furthermore, passive leaders may only engage in leadership behavior when cued by the situation (e.g. when performance dips, a problem occurs, or a site inspection is due) and otherwise may shirk their leadership duties, which is likely to be noticed by followers (Gilbert & Kelloway, 2018). This style may also relate negatively to autonomous motivation, as past research has related passive management by exception to external, introjected, integrated and intrinsic regulations and laissez-faire leadership to integrated regulation (Gilbert, 2015). Leaders with highly internalized motivation to lead effectively may be less likely to be passive-avoidant because they identify as good leaders or are truly interested in leading effectively.

Additionally, passive leadership represents a general pattern of disengagement or inaction on the part of a leader that includes behaviors such as avoiding decisions, neglecting workplace problems, and failing to model or reinforce appropriate behavior (Harold & Holtz, 2015). Few other studies have suggested that passive leadership may have serious negative consequences in the workplace (Albagawi, 2019). Moreover, such leadership may have negative consequences on the outcomes on the part of employees in the workplace (Adeel, Khan, Zafar & Rizvi, 2018).

In summary, the literature review on leadership theories and styles shown that the full range leadership approach is the appropriate model to be used in this study to cover the FRL model to be examined in the research.

2.8 Organizational Structure

Over the last few years organizational structure have received significant attention by the researchers (Madi, Talla, Naser & Shobaki, 2018). Organizational structure is defined as the way of allocating tasks, the formal coordinating system and interaction styles where one reports to another and will be followed accordingly (Karabag, Borah & Berggren, 2018). Previous scholars (Ferlie & Parrado, 2018) pointed out that the organizational structure consists of two extents, the level of centralization and the level of formalization.

Cater and Pucko (2010) observed that small organizations are likely to have more problems in comparison to bigger ones. Lack of required and qualified human resources will make small organizations suffer larger effects to execute strategy (Ogunyomi & Bruning, 2016; Laloux, 2014). Scholars defined, the way of responsibility and allocated power, carried out work procedures among organizational members are organizational structure (Wickert, Scherer & Spence, 2016; Nahm, Vonderembse & Koufteros, 2003). In the study of organizational structure, size, age and the technological system matter (Wickert et al., 2016; Mintzberg, 1992).

As Csaszar (2008) observed, a wide range of organizations are affected by organizational structure in relevant and predictable manner. Ciliberto (2006) further argues that on service provision and investment organizational changes have positive

impact, and performance is directly affected by organizational changes. Interestingly, performance outcomes are influenced by the centralization level or flatness (Hao, Kasper & Muehlbacher, 2012). Additionally, organizational performance is directly affected by organizational structure (Joseph et al., 2016). Cater and Puko (2010) further examined that organizational performance can be influenced by the centralization level and formalization level of the organization structure.

Moreover, the conducts in which work is divided into varied tasks towards attaining coordination is defined as the organizational structure by other researchers (Holck, 2018). The formal distribution of work roles and administrative systems to control and integrate work activities has been further defined as organizational structure by Madi, El Talla, Abu-Naser & Al Shobaki (2018).

Additionally, researchers explained, the formal pattern of relationships, decision processes, communications, systems and procedures that allow an organization to improve its functions and achieve the objectives is reflected through the structure (El Talla, Shobaki, Abu-Naser & Amuna, 2018). In addition, the way in which information and knowledge is transmitted within an organization and affects the performance means organizational structure (Brown & Kenney, (2017).

Furthermore, the dissemination and coordination of the resources, the communication processes and the social interaction between organizational members are greatly influenced by the organizational structure (Ahrne, Brunsson & Seidl, 2016). Researchers also found organizational structure as the conducts where employees are organized and actions are coordinated under certain leadership (Bormann & Rowold, 2016).

Thus, performance largely depends upon the link between the structure and business strategy rather than the existence of a structure. Scholars further noted that internal pattern of relationships, communication and authority of an organization are involved in structure (Habersang et al., 2019). In the discussion of organizational structure, formal lines of authority and communication including the data and information have been mentioned by Albareda and Braun (2019).

Likewise, organizational structure influences both internal and external collaboration with external stakeholders (Stewart, Courtright & Manz, 2019). Hence, the coordination technique, distribution of the power and responsibility, and formality and complexity levels are influenced by the structure (Sloof & von Siemens, 2019). Additionally, the centralized organizations seemed to be more efficient in the field of effectiveness when centralized and decentralized enterprises exhibited alike capabilities (Mustafa, Glavee-Geo, Gronhaug & Saber, 2019).

Similarly, organizational structure plays vital role in performance (Joseph, Klingebiel & Wilson, 2016). Both, leadership style and organizational structure have positive relationship with job engagement that contributes to performance of the organization (Karatepe, Yavas, Babakus & Deitz, 2018). Engaged employees perform their work with full enthusiasm and high dedication that make high level performance in the organization (Schaufeli & Bakker, 2006).

Scholars like Fayol (1949) and Taylor (1911) demonstrated that in the classical theory organizations are deemed as machines with a view of distinct work procedures and close monitoring the employees' performance. In contrast, researchers noticed that there is no single way of organizing and any way to organize is not effective equally. Consequently, the relationships of organizational structure vis-a'-vis creativity,

productivity and innovation have been explored in organizations related studies and scholarly articles (Palyvoda, Karpenko, Bondarenko, Bonyar & Bikfalvi, 2019).

In a similar manner, behaviours at workplace are influenced by empowering people particularly at the bottom stairs of the organization (Korhonen, Melleri, Hiekkänen & Helenius, 2018). Korhonen et al. (2018) further mentioned, a decentralized structure is required by quick decision making at every organizational level. Although there is no best alternate of organizing but structures seem to perform better in particular fields of organization (Aureli & Schino, 2019).

Researchers further found, performance of different types of structure is almost equal but without changing structure established organization has not found prospects to increase their profit (Kosová, Lafontaine & Perrigot, 2013). In the discussion of relationship between the structure and performance researchers strongly suggested, both economic and non-economic performance are significantly influenced by the efficient structure of organization (Hao, Kasper & Muehlbacher, 2012).

Researchers found, in Slovenia, good organizational structure and organizational performance has a relationship in between that further recommends for studies in other areas like education (Carter & Pucko, 2010). In other study, strong link between the organizational structure and performance factors have been found, which have a positive influence on the performance of organization (Naranjo-Valencia, Jiménez-Jiménez & Sanz-Valle, 2016; Siddiki, Carboni, Koski & Sadiq, 2015; Ralston, Blackhurst, Cantor & Crum, 2015).

Similarly, previous research has identified the aspects relating to organizational structure and job engagement (Cho, Laschinger & Wong, 2006). Studies have linked

various factors of organizational structure and job engagement (Owen et al., 2018). Due to access to favorable structures employee attitudes and behaviors can be influenced positively towards job (Song et al., 2018).

Moreover, engaged employees are highly motivated in their jobs and such job engagement helps to achieve work-related goals (Parke et al., 2018). On the other side, lack access to such structures are more likely to experience feelings of disengagement from job (Cho et al., 2006). Other researchers also examined the link between organizational structure and job engagement in their studies (Ahmed et al., 2018).

In view point of above-mentioned literature review organizational structure has been considered as an independent variable in this study to measure the relationship between organizational structure and organizational performance.

2.9 Job Engagement

In recent years study on engagement has got a motion (Huang, Ma & Meng, 2018). Previous scholars has mentioned rightly, actively engaged employees are expected to be productive and supposed to continue with their employer (Qin, Huang, Johnson, Hu, & Ju, 2018). Chalofsky (2010) noted customers get positive interaction from engaged employees. Bakker and Schaufeli (2008) characterized engagement by vigor, absorption, and dedication as the work-related state of mind.

Job engagement has been defined as an affective-motivational state of positive job-related well-being by Bakker, Schaufeli, Leiter and Taris (2008). Researchers noted that including an employee's longstanding involvement of emotion engagement is a

unique concept (Lu, Zhao & While, 2019). It has been further observed that exclusive job experiences of an employee is linked with engagement and job-related environmental inputs and outcomes are manifested through a cognitive and emotional interpretation (Agarwal & Gupta, 2018; Alagaraja & Shuck, 2015). Similarly, job-related mind set like: vigor (strong feeling with high levels of energy), absorption and dedication denotes the term engagement (Schaufeli, Salanova, González-Romá & Bakker, 2002).

Schaufeli et al. (2002) further explained, engagement is more determined and universal touching cognitive state rather than a temporary and particular state. As Kahn (1990) examined, connecting members of the organization to their work roles is job engagement and people work and express themselves emotionally, physically and cognitively during the role performances.

Henceforth, psychologically presence during performing organizational duties means job engagement (Tuckey, Sonnentag & Bryan, 2018). The most important factor for job engagement is the understanding of how vital the work is to the organization's performance in relation between the job and organizational strategy (Zeijen, Peeters & Hakanen, 2018).

In view point of other researchers, engagement has been considered by involvement, efficacy and energy directly opposing of the burnout dimensions (Carter, Nesbit, Badham, Parker & Sung, 2018). The first formal definition of such engagement has been mentioned by Kahn (1990). Hence, job engagement is the physical, emotional, and cognitive energy that individuals employ on a work assignment (Kahn, 1990). Likewise, job engagement can be seen as an idea of motivation which characterizes the

dynamic employment of personal resources to the work role related tasks (Christian, Garza & Slaughter, 2011).

Prior to Kahn's use, number of job engagement concepts had been examined in the theory of management. In the early 1920s, Mary Parker Follett explored employee morale, work ethic, productivity, and motivation in her work. Later, Herzberg (1964) concluded that positive motivation with the term vertical enrichment that is determined by supervisors giving their subordinates developmental opportunities. An inclusive job engagement model has been proposed by the scholars that undertake job engagement leading to higher performance through a motivational process (Bakker & Demerouti, 2018).

Moreover, job engagement is a positive, work-related state of mind that is characterized by vigor, dedication, and absorption (Schaufeli, 2018; Schaufeli et al., 2006). Thus, engaged employees have high levels of energy, are enthusiastic about, inspired by and proud of their work, and feel like time flies when they are working. In the current economic situation, having an engaged workforce may provide a competitive advantage, because work engagement is an active state that is positively related to important outcomes such as job performance (Schaufeli, 2018). Thus, job engagement as an enthusiastic condition of involvement with personally fulfilling actions that accelerate the sense of performance excellence (Saleem, Iqbal, Sandhu & Amin, 2018).

In several studies, researchers observed job engagement as having an association with the perception of transformational leadership style. engagement is regarded as positive perception when the leaders are embracing visionary or transformational leadership (Buil, Martínez & Matute, 2018). Similarly, researchers further observed, the association between the transactional leadership style and job engagement (Zang, Kai,

Changquan & David, 2011). Popli and Rizvi (2017) also found the relationship between transactional leadership style and job engagement when the leaders get work done through constructive and corrective transactions of reward and punishment.

According to previous researchers, passive-avoidant leadership style decreases legitimate absenteeism and due to engagement employees appear to come to work even during their sickness under passive-avoidant leaders (Frooman, Mendelson & Murphy, 2012). On the contrary, research has identified the aspects relating to organizational structure and job engagement (Cho, Laschinger & Wong, 2006).

2.9.1 Job Engagement as the Mediating Variable

The mediator role of job engagement on the relationship between leadership style and organizational performance has been evident by the researchers (Kovjanic, Schuh & Jonas, 2013). Researchers observed, job engagement has a strong relationship between the job responsibility and oneself, where employees fully involve themselves cognitively, emotionally and physically at workplace (Lu, Lu, Gursoy & Neale, 2016; Köse, 2016).

Eventually, the concept engagement is comparatively new in the literature about for last two decades (Rajan & Jayaraman, 2018). The employees who are engaged seem to be emotionally attached to the organization and highly dedicated to their work with greater enthusiasm for the accomplishment of their job, moving extra mile beyond the job agreement (Strömgren, Eriksson, Bergman & Dellve, 2016).

Moreover, an engaged employee works with colleagues for the improvement of performance in favor of the organization. Furthermore, engagement is like passion and commitment, willingness to dedicate oneself and expend discretionary effort to help the employer succeed that is more than simple satisfaction with loyalty to the employer. Thus, job engagement requires a two-way relationship between the employee and employer (Ahmad, Jamilah & Jeffrey, 2016).

Scholars further postulated that high levels of job engagement lead to both positive outcomes for organizational and individual level (Kahn, 1990). On the contrary, organizations with disengaged employees earn less commitment from the employees, face increased absenteeism, less productivity, and reduced net profit margins (Kaynak, Toklu, Elci & Toklu, 2016). It is further demonstrated from previous research that a high level of job engagement predicts a greater employees' commitment to their job that helps in improving the performance (Rich, Lepine & Crawford, 2010).

In addition, employees who are highly engaged are supposed to solve or overcome the obstacles (Eldor, 2016; Chandani, Mehta, Mall & Khokhar, 2016). Researchers (Schaufeli & Salanova, 2008) further described that job engagement also as a potential predictor of organizational performance.

Scholars also noted that job engagement mediates the relationship between the similar constructs (Albrecht, Breidahl & Marty, 2018). Likewise, Xanthopoulou, Baker, Heuven, Demerouti and Schaufeli (2008) found that through the mediating effect of job engagement employee had an indirect effect on performance. Xanthopoulou et al. (2009) further found that similar constructs are partially mediated by job engagement. Yalabik, Potaitoon, Chowne and Rayton (2013) also studied the mediating role of job engagement in their study.

Bass (1985) argued that leadership style motivates followers to overcome their self-interest and to put effort into their assigned goals and tasks. By inspiring and supporting the followers, providing challenges, being optimistic about the future, and acting as a role model, leaders enhance followers' involvement in and identification with their goals and tasks. Consequently, as demonstrated by past research, leadership enhances organizational performance as a whole (Judge & Piccolo, 2004).

Similarly, previous research shows that organizational structure can influence job engagement towards performance (Owen et al., 2018; Demerouti et al., 2001). Job engagement has traditionally been described as a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption (Schaufeli et al., 2002). Different scholars have confirmed the positive relationship between organizational structure and performance at the organizational level through the mediating role of job engagement (Karatepe et al., 2018; May, Gilson & Harter, 2004).

For instance, Schaufeli, Taris and Bakker (2006) concluded that engaged employees show more performance in a broad range of organization. Furthermore, in another recent study (Xanthopoulou, Bakker, Demerouti, & Schaufeli, 2009) engaged employees managed to accomplish higher objective financial returns for the organization. Salanova et al., also (2011) showed that a set of indicators for the organizational structure had a positive association with various outcomes i.e. performance with the mediating effect of job engagement (Torrente, Salanova, Llorens, & Schaufeli, (2012).

Following the previously mentioned empirical studies, it can be construed that job engagement is one of the important drivers of various aspects of organizational performance. Moreover, after reviewing the literature, it is clear that there is a gap with

regards to job engagement as the mediator in relation with leadership style, organizational structure and organizational performance. The previous literature on job engagement also provides evidence that job engagement may play a significant mediator role in the relationship between leadership style, organizational structure and organizational performance in Bangladesh context. Therefore, in order to further understanding of the effect of mediator exclusively in mobile phone company, this research aimed at the mediating effect of job engagement on the relationship between the leadership styles and organizational structure with organizational performance.

2.10 Theoretical Foundation

In this section, suitable theories have been discussed with respect to the variables of the study. A theory is a way of describing, predicting, and controlling what is observed in the world (Bourne, Melnyk & Bititci, 2018; Evans & Lindsay, 2005). The underpinning theory is used to simplify in understanding the notion behind the phenomenon under investigation (Assarroudi, Heshmati, Armat, Ebadi & Vaismoradi, 2018). The theory also delivers a representation of the logical relationship between various constructs or concepts, allowing better understanding on the linkage among them, and how they affect each other (Sarstedt, Bengart, Shaltoni & Lehmann, 2018; Zikmund, 2003). The theories are identified to be applicable in explaining the framework of the study (Zikmund, Babin, Carr & Griffin, 2013). The current study introduces one underpinning theory (Social Exchange Theory or SET) founded by Homans (1958) and one supporting theory (Resource-Based View Theory or RBV) to specifically examine the relationship between leadership styles, organizational structure, and organizational performance. Both theories are delineated as below:

2.10.1 Underpinning Theory: Social Exchange Theory (SET)

The social exchange theory (which is also known as SET) has become the most matched and accepted theory used in current research. Numerous empirical researches have utilized this theory in their studies (Madison & Eva, 2019). George Homans first founded the theory in 1958 before other theorists further developed it (Burns & Fridman, 2011; Gong, Chang & Cheung, 2010). Homans's primary concern was on the interactions of people who come from the behavior intention (Gautschi, 2019). In 1959, Thibaut and Kelly represented SET from the psychological viewpoint (Kim & Auh, 2019) and thus they are considered as the developer of this theory.

Additionally, SET talks about social interactions stating that relationships are maintained particularly if people are satisfied with that kind of relationship where a sense of trust has been established and the other party could continue to reciprocate in a similar way (Homans, 1958). The way social interactions are motivated by the advantages obtained through service exchange is described by this theory (Levinson, 1965). In addition, the social exchange theory embodies well the nature of the working relationship between two parties such as employer and employee which is each party accomplishes the obviously outlined duties to pay back the rewards or outcomes they recover from other social bodies in the organization (Cook, Cheshire, Rice & Nakagawa, 2013).

Moreover, previous researchers (Mossholder, Settoon & Henagan, 2015) examined that employees feel an engagement and obligation to repay the organization with positive behavior in term of performance, commitment, best effort, and loyalty when they feel that the organization fulfills all their requirements by compensation, job security, training and development, relation with leaders and promotion scope.

Researchers further postulated SET as for clarifying the relationship between the employee and the organizations (Cropanzano & Mitchell, 2005). Therefore, the performance is exchanged through how the employer treats employees which employees can feel being supported and valued by their organization (Eisenberger, Stinglhamber, Vandenberghe, Sucharski & Rhoades, 2002).

Furthermore, due to its wide implications in previous research, the term ‘social exchange’ has often been used to describe the group processes and intergroup relations that develop between individuals in an organization (Settoon, Bennett & Liden, 1996). According to Eisenberger et al. (2002), when employer provides all the required facilities to employees, they feel indebted to the organization and are willing to reciprocate with increased loyalty and adding more efforts. Similarly, the exchanges between the employee and the leader is also a part of leadership exchange between two parties as suggested by SET (Graen & Uhl-Bien, 1995).

Henceforth, supervisors who communicate with their employees on a daily basis facilitate social exchange, commonly described as the sequence of interactions that produce personal obligations, appreciation, and trust (Blau, 1968). For instance, when the leader treats the subordinate very well, they will feel loyal and engage to the leader, this may further increase level of their performance due to good relationship between both parties.

Moreover, when employees find satisfaction with the rewards provided by the leader they feel an impulse to repay through their performance and expected to be more affiliated (Sparrowe & Liden, 2005). The application of this theory is further based on the connection developed by an employee with his/her leader, organization or both of

these (Liden, Erdogan, Wayne & Sparrowe, 2006). Thus, the theory manifests reciprocity between employee, leader and the organization in the organizational setting.

Moreover, previous scholars (Shore, Bommer, Rao & Seo, 2009) observed the greater application of SET related to greater contributions of the employees in terms of high performance. Arguably, literature on social exchange theory provides findings that employees exchange desirable performance in return of what they get from the organization (Cropanzano, Anthony, Daniels & Hall, 2017). Additionally, the social exchange theory could be used as framework where employees may have a high degree of job satisfaction as a mechanism of response to all kinds of support as well as good treatment that is generally offered by the organization (Flickinger, Allscher & Fiedler, 2016).

Henceforth, generalized perception of the organization's structure (e.g. workplace environment, salary-benefits, promotion scope, job satisfaction etc.) also affect individual behavior and overall performance (Blau, 1968). Furthermore, Conger and Kanungo (1988) claim that empowering or supporting subordinates is the main component of organizational performance. Thus, any kind of support from the organization that can benefit employee may trigger to increase their performance level as they feel the engagement and the feeling of belonging; willingness to repay back to the organization (Anitha, 2014).

Interestingly, SET stands for strong support for engagement study as suggested by previous scholars as it provided guidelines to understand the concept of job engagement in the organization (Slack, Corlett & Morris, 2015). According to SET, employees are engaged in the job to reciprocate fair or conducive treatment from respective organization (Cropanzano et al., 2017). In light of this theory, Blau (1968) argues that

employees use to repay the benefits and treatments through continuing engagement and participation in the organization (Blau, 1968).

Hence, any kind of support received from the organization and leader himself may contribute to employee's performance as the level of engagement between both parties is increase. Linking to this study's perspective, leadership style and organizational structure may influence to increase in organizational performance when the level of Job engagement among employee's increase. This means, when leader and organization give significant support to employees, they will engage more as well as perform very well in their task.

Additionally, SET is among the tough and solid theoretical support to explain job engagement as human make an evaluation of the social relationships by determining the advantages and benefit that they can get through the relationship (Ethugala, 2011). Saks (2006) also mentioned that the best way for employees to repay their organization's kindness is by presenting their high level of engagement. Employees opt either to choose engage or not to engage their selves with relationship of their organization. Therefore, social exchange theory has been used as theoretical foundation to support the relationship between employee's job engagement and organizational performance (Buil et al., 2019). Briefly, SET gives a clear view on a theoretical justification about why employees intend to engage more or less in their job and within the organization as team members get more motivation and feel engaged to their job when the leader or organization treat them fairly (Blau, 1964).

In this study, the researcher focus is on the relationship between leadership styles, organizational structure and organizational performance with mediating effect of job

engagement in mobile phone company. Vokes (2018) also used social exchange theory in their study on mobile phone in South-western Uganda.

In short, the employees feel obligated to return the favorable benefits they receive. In addition, favorable benefits exchanges are based on obligation are characterized by the act of reciprocity (Cropanzano et al., 2016). Hence, both the employees and employer are benefited as an exchange behavior take place between the parties. Therefore, SET provides support to understand the relationship between leadership style, organizational structure, job engagement and organizational performance as discussed earlier. Thus, social exchange theory supports the said relationship as a theoretical base in this study.

2.10.2 Supporting Theory: The Resource-Based View

The resource-based view (RBV) theory has been considered as an important subject of discussion among researchers in the field of management. The work of RBV theory is associated with the writing of Ricardo (1817), Schumpeter (1934) and Penrose (1959) that emphasis on sustainable competitive advantage through valuable, costly-to-copy organizational resources and capabilities (Hart, 1995). The RBV postulates that organizational performance is dependent upon resources and capabilities with certain characteristics (Galbreath, 2005). Furthermore, this theory is about any resources that strengthen organization performance (Boyd, Bergh & Ketchen, 2010).

Predominantly, Barney (2001), argues that three basic organizational resources like physical resources, organizational capital resources, and human capital resources can aid organizations in gaining competitive advantage. According to the RBV theory,

organization's physical resources are regarded as physical technology, organizational plants, geographic locations, finances, and equipment (Barney, 2001).

On the other hand, organizational capital resources are composed of planning, employees' skills, human resource systems, intelligence, judgment, history, organizational relationships and culture, organizational structures for reporting, formal and informal planning, and the whole organizing process in the organization (Barney & Wright, 1997). Similarly, human capital is comprised of intelligence, relationships, training, experience, and the abilities and attributes of both leaders and employees (Gerrard & Lockett, 2018).

Barney (2001) explored that an organization's resources can be defined as including all capabilities, assets, attributes, organizational processes and knowledge controlled by the organization that allows the same organization to implement strategies and improve its effectiveness and efficiency. Furthermore, Ray, Barney & Muhanna (2004) emphasized that unique resources and capabilities are required for developing sustained competitive advantage within an organization. Business owners and leaders must explore these resources and capabilities by searching within their organization for resources that are rare, valuable and imperfectly imitable, and accordingly utilize these resources. Galbreath (2018) further claimed that only such organizations are able to generate and sustain the competitive advantage towards continuing superior performance which have resources possessing these attributes.

Surprisingly, RBV theory addresses the central issue of how organizational performance can be attained by utilizing unique resources of the organization (Akbari, Azbari & Chaijani, 2018). Empirical research by Wernerfelt (2016) asserted that resources have been found to be an important antecedent to performance. According to

the resource based theorists, organizations can attain its goal from such resources as strategic planning (Clarke & MacDonald, 2019), employment of skilled employees (Wernerfelt, 2016), leadership (Wang, Van, Zhang & Bishoff, 2019), engagement (Agarwal & Gupta, 2018), and organizational structure (Ocasio, Laamanen, & Vaara, 2018; Mintzberg, 1993).

RBV researchers (Ying, Hassan & Ahmad, 2019) also added, resources may be tangible or intangible and are harnessed into the organization as an underlying factor of performance. Therefore, RBV is found to be a suitable theory to use in this study. Empirical studies posited that in the understanding of an organization's performance internal intangible resources are important as one of the most basic assumptions of RBV theory (Ying, Hassan & Ahmad, 2019).

In this study, leadership styles and job engagement can be seen as an organization's internal intangible resources. As postulated by previous scholars, through distinctive resources owned by the organization these resources are the most significant element for organizational performance (Hoskisson et al., 2018).

Empirically, various studies have attempted to measure these resources then to correlate these measures with organizational performance (Barney & Arikan, 2001). Research by, Todorovic and Schlosser (2007) claimed that both of the variables, namely, leadership and structure, can be valuable elements under the RBV. They further argued that the appropriate leadership style may enable the organization to achieve outcomes beyond its expectations.

Leadership style can also be viewed as an organizational-level resource, thereby contributing to organizational performance (Todorovic & Schlosser, 2007).

Furthermore, RBV scholars have examined the relationship between the resource-based view and structure logic that organizational structure is a crucial element for organizational performance (Rehman et al., 2019). Thus, the leadership style (Todorovic & Schlosser, 2007) and organizational structure (Maleki & Shabani, 2019) are considered to influence organizational performance that are the intangible resources of the organization.

Zuraik and Kelly (2019) also added a leader's role is to select attractive structure for the organization. Several authors, besides Barney (1991), have examined the relationship between the resource-based view and structure logic, including Conner (1991), Peteraf (1993) and Peters, Siller, and Matzler (2011). Empirically, McWilliams and Smart (1995) have contributed to the understanding that organizational structure controls the appropriate conduct for determining organizational performance. Therefore, RBV supports the said relationship as a theoretical base in this study and provides support to understand the relationship between leadership style, organizational structure and organizational performance as discussed in this context.

Moreover, Biswas and Bhatnagar (2013) observed engagement from the perspective of resource based view and posited that among other intangible resources of the organization engagement is dominant. In line with an RBV of job engagement (Troughakos & Hideg, 2009; Xanthopoulou et al., 2009), being recovered is linked with the availability of active and affective resources that, in turn, facilitate job engagement. Earlier research identified job engagement as a positive and fulfilling work-related state of mind (Schaufeli & Bakker, 2004). By stimulating task and contextual performance job engagement benefits the organization (Schaufeli, Bakker & Salanova, 2006).

Therefore, resource-based view theory has been used as a theoretical foundation to support the relationship between job engagement and organizational performance.

In light of the above discussion, the RBV theory and other previous empirical findings provide plausible justifications for new findings. Additionally, since this study explores the relationship between leadership styles, organizational structure, job engagement and organizational performance in the mobile phone company, the Resource-Based View theory is applied to investigate mobile phone company's key resources that could influence the understanding (Mosomi, 2018).

Many empirical studies have proven that organizations' resources are not only unique to the organizations but also valuable to them due to the fact that they were developed over time. Consequently, in this study, leadership styles, organizational structure and job engagement are examined as antecedents or variables that might affect organizational performance. This study also examines the possible mediating action of job engagement in the relationship between leadership styles, organizational structure and organizational performance.

Significantly the RBV has frequently focused on resources as a stable concept (Bakar & Ahmad, 2010; Wright, Dunford & Snell, 2001). After evaluating the options of underpinning theory, it is viewed that RBV seems to be more suited to explore the constructs identified in the research framework of this study (Pappas, Mikalef, Giannakos, Krogstie & Lekakos, 2016).

In this study, the researcher focus is on the relationship between leadership styles, organizational structure and organizational performance with the mediating effect of

job engagement in mobile phone company. Mosomi (2018) also used RBV in their study on the performance of telecommunication organization in Kenya.

In a nutshell, the literature on these theories shown that both the theories discussed in this section are regarded as a theoretical foundation in explaining the relationship between leadership styles, organizational structure, job engagement and organizational performance. These theories can be used to explain the constructs designed to focus in mobile phone companies exclusively. The leadership style, organizational structure and job engagement could have an impact on the mobile phone company.

2.11 Hypothesis Development

The main objective of this study was to explore the mediating effect of job engagement on the relationship between leadership styles (transformational, transactional and passive-avoidant), organizational structure and organizational performance exclusively in government-owned mobile phone company in Bangladesh. For this study purpose, the research framework as designed in figure 3.1 was developed after reviewing relevant literature thoroughly and fit them with research objectives. On the basis of the framework following hypothesis are developed for further empirical investigation:

2.11.1 Leadership Style (TFLS, TSLs, PALS) and Organizational Performance

The first research question of this study is that is there any relationship between leadership style (transformational, transactional, and passive-avoidant) and organizational performance? From the review of previous literature this research

question generates three different hypotheses which are mentioned in different sub-sections as follow:

2.11.1.1 Transformational Leadership Style and Organizational Performance

Transformational leadership style refers to an approach by which leaders inspire followers to perform beyond expectations and thus transformational leadership plays a crucial role in organizational performance (Buil et al., 2019). Empirical evidence suggests that transformational leadership is one of the more effective leadership styles for encouraging positive in-role and extra-role behaviors (MacKenzie, Podsakoff & Rich, 2001).

Researchers also found that good leadership capacity is more likely to improve the performance level and to draw the organization's workers to give their best. Conversely, ineffective leadership will restrict the organization performance (Hersona & Sidharta, 2017). Scholars observed leadership as getting people to do things they have never thought of doing, or that they do not want to do and do not believe are possible (Taylor, Santiago, Hauer, Hynes & Mickahail, 2019). Other researchers have considered leadership style as a factor in the organization professed to influence the organizational performance of public organizations (Han, Harold & Cheong, 2019; Yukl, 2010). According to Elbaz and Haddoud, (2017), performance and failure of an organization are meaningfully influenced by the exhibited styles and behaviors of the leaders.

Moreover, this type of leadership encourages followers to rise above their own self-interest; provide feedback and establish high standards of performance (Bass, 1990; Yukl, 2010). More precisely, transformational leadership motivates employees to

achieve performance beyond expectations by transforming their attitudes, beliefs, and values (Rafferty & Griffin, 2004). As a result, transformational leadership can improve organizational performance. Therefore, the following hypothesis is developed:

Hypothesis H₁: There is a positive significant relationship between transformational leadership style and organizational performance.

2.11.1.2 Transactional Leadership Style and Organizational Performance

In transactional leadership, leader-follower relationships are based on a series of exchanges or bargains between leaders and followers (Horwitz et. al., 2008; Buch, Thompson & Kuvaas, 2016). Previous empirical research and meta-analyses also suggested that transactional leadership has effects on performance (Kark, Van Dijk & Vashdi, 2018). Transactional leadership thus entails the use of contingent rewards and sanctions to make individual employees pursue their own self-interest while contributing to organizational goal attainment (Jensen et al., 2019). This rests on the assumption that through appropriate incentives the self-interest of individual employees may align with the interest of the organization. Therefore, transactional leadership leads to greater performance (Podsakoff et al., 1984) contended that performance is being monitored and future rewards and punishment are contingent in the level of performance (Samson & Ilesanmi, 2019). Thus, it is expected that transactional leadership has a relationship with organizational performance and the hypothesis is developed as follow:

Hypothesis H₂: There is a positive significant relationship between transactional leadership style and organizational performance.

2.11.1.3 Passive-Avoidant Leadership Style and Organizational Performance

Passive-avoidant leadership is a less engaged approach in leadership styles and leaders shy away from significant decisions and abstain from active leadership role (Horwitz et al., 2008). Traditionally, researchers have focused on positive forms of leadership, but recent work has highlighted the effects of passive-avoidant leadership on organizational performance (Judge & Piccolo, 2004). A meta-analysis by Judge and Piccolo (2004) found passive forms of leadership to be associated with organizational performance positively (Chênevert, Vandenberghe & Tremblay, 2015).

Furthermore, passive avoidant leadership style is successful when the team members are proficient, trained and independent workers while it becomes successful in case the team is highly senior and competent (Munir & Khalil, 2016). In the context of Teletalk, the only government-owned mobile phone company in Bangladesh, the employees are almost self-directed, proficient and independent due to the nature, norms and protocol of the government service. Moreover, they do not need the guidance of their immediate supervisor on regular basis as they work in a set type of job and all collectively work for the greater performance of the organization from their own job role. Hence, the passive form of leadership style is meticulously present in this organization. Thus, the hypothesis is developed as follow:

Hypothesis H₃: There is a positive significant relationship between passive-avoidant leadership style and organizational performance.

2.11.2 Leadership Style (TFLS, TSLs, PALS) and Job Engagement

The second research question of this study is that is there any relationship between leadership style (transformational, transactional, and passive-avoidant) and job engagement? From the review of previous literature this research question generates three different hypotheses which are mentioned in different sub-sections as follow:

2.11.2.1 Transformational Leadership Style and Job Engagement

Previous research has shown that styles of leadership can affect the meaningfulness of employees' job engagement (Babcock-Roberson & Strickland, 2010). When employees increase the occurrence of behaviors that promote the efficient and effective functioning of the organization when they are engaged in their job (Schmitt, Den Hartog & Belschak, 2016). In several studies, researchers observed job engagement as having an association with the perception of transformational leadership style in employees' immediate supervisors.

As mentioned by Soieb, Othman and D' Silva (2013), engagement is regarded as positive perception when the leaders are embracing visionary or transformational leadership (Buil, Martínez & Matute, 2018). Researchers further argued that within the public sector there is a growing understanding of the fundamental of job engagement as a catalyzing agent for driving high performance among the public servants (MacLeod & Clarke, 2011). Popli and Rizvi (2015) with 104 cross-industry managers concluded in their study that there is a positive relationship between transformational leadership and job engagement. Similarly, Mozammel and Haan (2016) found the

positive association between transformational leadership style and job engagement in the banking sector in Bangladesh.

Surprisingly, job engagement is emerging, and leadership styles are crucial element in the process of organizational performance. Thus, there remains a gap in understanding what leadership styles could affect job engagement as well as the processes around which leadership style bring about higher levels of engagement (Shuck & Herd, 2012). Therefore, in the light of the scholarly evidence and the research framework, it is postulated that there is a significant relationship between transformational leadership style and job engagement. Thus, the following hypothesis is developed as follow:

Hayati, Charkhabi and Naami (2014) aimed to determine the effects of transformational leadership and its components on job engagement among hospital nurses in their study. Popli and Rizvi (2015) also concluded in their research with 104 cross-industry managers that there is a positive relationship between transformational leadership style and job engagement.

Hypothesis H₄: There is a positive significant relationship between transformational leadership style and job engagement.

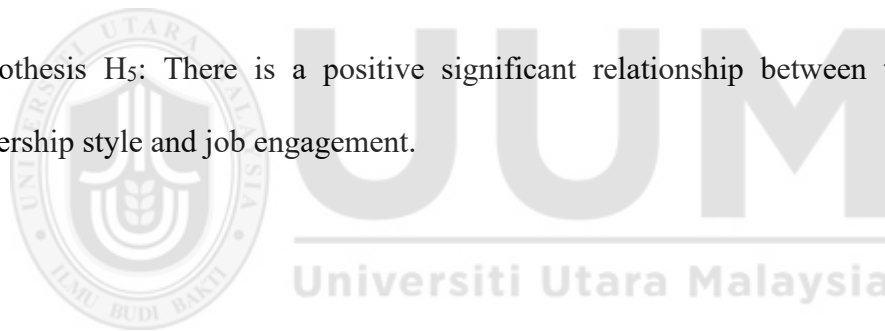
2.11.2.2 Transactional Leadership Style and Job Engagement

As mentioned by Soieb, Othman and D' Silva (2013), when the supervisors are adopting transactional leadership styles engagement is perceived as a negative outcome from the employees. Researchers further observed, the association between the transactional leadership style and job engagement (Zang, Kai, Changquan & David,

2011). Popli and Rizvi (2017) also found the relationship between transactional leadership style and job engagement when the leaders get work done through constructive and corrective transactions of reward and punishment.

Zhang and Bartol (2010) also found associations between transactional leadership style and engagement in their study. Additionally, Shuck and Herd (2012) suggested that transactional leadership style may also contribute to the development of job engagement. Therefore, in the light of the scholarly evidence and the research framework, it is postulated that there is a significant relationship between transactional leadership style and job engagement. Thus, the following hypothesis is developed as follow:

Hypothesis H₅: There is a positive significant relationship between transactional leadership style and job engagement.



2.11.2.3 Passive-Avoidant Leadership Style and Job Engagement

Therefore, in the light of the scholarly evidence and the research framework, it is postulated that there is a significant relationship between passive-avoidant leadership style and job engagement. According to previous researchers, passive-avoidant leadership style decreases legitimate absenteeism and due to engagement employees appear to come to work even during their sickness under passive-avoidant leaders (Frooman, Mendelson & Murphy, 2012). Thus, the following hypothesis is developed as follow:

Hypothesis H₆: There is a positive significant relationship between passive-avoidant leadership style and job engagement.

2.11.3 Organizational Structure and Organizational Performance

Scholarly articles and empirical studies claimed that organized workforce and coordinated activities, as well as organizational structure, have an influence on performance (Ateş, Raaij & Wynstra, 2018). Researchers argued that performance is directly affected by the changes in organizational form (Eva, Sendjaya, Prajogo, Cavanagh & Robin, 2018). Hao, Kasper and Muehlbacher (2012) also observed that performance outcomes are influenced by the centralization level or flatness. In terms of various outcome organizational structure has diverse effects (Meijaard, Brand & Mosselman, 2005).

Furthermore, Cater and Pucko (2010) found an association between the good organizational structure and organizational performance in Slovenia and they recommended further studies in other sectors. Some other scholars (Eva et al., 2018) have bridged between the organizational structure and organizational performance in their studies on the higher education sector in Iran.

Additionally, the concrete substantiation about the relationship between the organizational structure and performance are found from other studies (Hao et al., 2012). Both the economic and non-economic performance are significantly influenced by the organizational structure (Eva et al., 2018). Csaszar (2008) also pointed out that organizations are largely affected by the organizational structure.

Although there are several researches conducted on leadership style and organizational structure but not many have focused on the relationship between leadership styles and organizational structure with organizational performance. In view point of the previous studies and research framework it is posited that there is a significant relationship between organizational structure and organizational performance. Hence, the following hypothesis is developed as follow:

Hypothesis H₇: There is a positive significant relationship between organizational structure and organizational performance.

2.11.4 Organizational Structure and Job Engagement

Previous research has identified the aspects relating to organizational structure and job engagement (Cho, Laschinger & Wong, 2006). Studies have linked various factors of organizational structure and job engagement (Owen et al., 2018). Due to access to favorable structures employee attitudes and behaviors can be influenced positively towards job (Song et al., 2018).

Moreover, engaged employees are highly motivated in their jobs and such job engagement helps to achieve work-related goals (Parke et al., 2018). On the other side, lack access to such structures is more likely to experience feelings of disengagement from job (Cho et al., 2006). Other researchers also examined the link between organizational structure and job engagement in their studies (Ahmed et al., 2018). Based on the above studies and research framework following hypothesis is developed as follow:

Hypothesis H₈: There is a positive significant relationship between organizational structure and job engagement.

2.11.5 Job Engagement and Organizational Performance

Previous research has investigated that through the level of engagement employees repay their organization (Karatepe et al., 2018). May, Gilson and Harter (2004) also found engagement closely related to performance. As understood by Schroeder and Modaff (2018), individuals feel an obligation to respond in caring and repay the organization when they feel engaged in the organization they work for. A minimum quit tendency and greater attachment to the organization are found among the engaged employees (Schaufeli & Bakker, 2004) who ultimately contribute to the organizational performance.

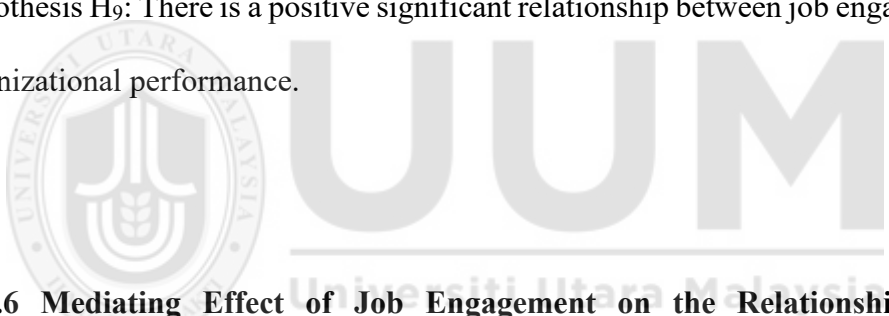
Further research by the academics and consulting organizations have provided substantive evidence on the positive outcomes of engagement. A large-scale Gallup (2013) research which examined 49,928 business or work units and covering about 1.4 million employees in 192 organizations, across 49 industries, in 34 countries, concluded that engagement with job strongly relates to organizational performance. Thus, job engagement is related with organizational performance (Popli & Rizvi, 2016).

Apart from this, Truss et al. (2013) confirmed, engaged employees are less likely to leave their employer and thus job engagement is able to increase effectiveness, improve performance and provide better business results in the organization. Empirical evidence also suggests that the presence of high levels of employee engagement enhances job

performance (Popli & Rizvi, 2016). Furthermore, engaged employees are likely to have a greater emotional attachment towards their organization (Schaufeli & Bakker 2004; Truss et al., 2013).

Empirical studies also suggest that with high levels of engagement both operating margin and net profit margins increased; whereas, these measures reduced over a three year period in the organizations due to low engagement (Antony, 2018). Thus, looking into all previous studies it is posited that there is a significant relationship between job engagement and organizational performance and accordingly following hypothesis is developed as follow:

Hypothesis H₉: There is a positive significant relationship between job engagement and organizational performance.



2.11.6 Mediating Effect of Job Engagement on the Relationship between Leadership Style (TFLS, TSLS, PALS) and Organizational Performance

The sixth research question of this study is that does job engagement mediate the relationship between leadership style (transformational, transactional and passive-avoidant) and organizational performance? From the review of previous literature this research question generates three different hypotheses which are mentioned as follow:

2.11.6.1 Mediating Effect of Job Engagement on the Relationship between Transformational Leadership Style and Organizational Performance

In recent years, empirical studies have found that transformational leadership styles is associated with higher job engagement (Breevaart et al., 2014). Job engagement is regarded as positive perception due to appropriate leadership style (Buil et al., 2018; Zhang, 2011). Again, job engagement has positive influence on performance (Anitha, 2014). More results of alike studies also indicated that job engagement is related to organizational performance (Salanova et al., 2005).

Similarly, Hayati, Charkhabi and Naami (2014) aimed to determine the effects of transformational leadership and its components on job engagement among hospital nurses and the findings indicated that transformational leadership had a significant and positive impact on job engagement. To add more, Saks (2006) observed the mediating effect of job engagement in his findings. Rich, Lepine, and Crawford (2010) also demonstrated the mediating effect of job engagement with organizational performance in their study.

The mediator role of job engagement on the relationship between leadership style and organizational performance has been evident by the researchers (Kovjanic, Schuh & Jonas, 2013). Furthermore, Bass (1985) argued that transformational leadership style motivates followers to overcome their self-interest and to put effort into their assigned goals and tasks. By inspiring and supporting the followers, providing challenges, being optimistic about the future, and acting as a role model, transformational leaders enhance followers' involvement in and identification with their goals and tasks. Consequently, as demonstrated by past research, leadership enhances organizational performance as a whole (Judge & Piccolo, 2004) through the mediating effect of job

engagement. Accordingly, it is posited that job engagement significantly mediates the relationship between transformational leadership style and organizational performance. Based on this, the following hypothesis is developed:

Hypothesis H₁₀: Job engagement mediates the relationship between transformational leadership style and organizational performance.

2.11.6.2 Mediating Effect of Job Engagement on the Relationship between Transactional Leadership Style and Organizational Performance

Transactional leadership motivates employees by appealing to their self-interest on the basis of exchange relationship due to lack of job engagement (Nguni et al., 2006). This type of leadership may produce an efficient and productive workplace. Researchers also conceptualized transactional leadership in terms of an exchange process, in which rewards are offered for compliance and punishment for non-compliance as well (Kark, Van & Vashdi, 2018).

Additionally, Shuck and Herd (2012) observed, transactional leadership may also contribute to the development of engagement and consequently, job engagement helps to enhance organizational performance (Truss et al., 2013). Accordingly, it is posited that job engagement significantly mediates the relationship between transactional leadership style and organizational performance. Based on this, the following hypothesis is developed:

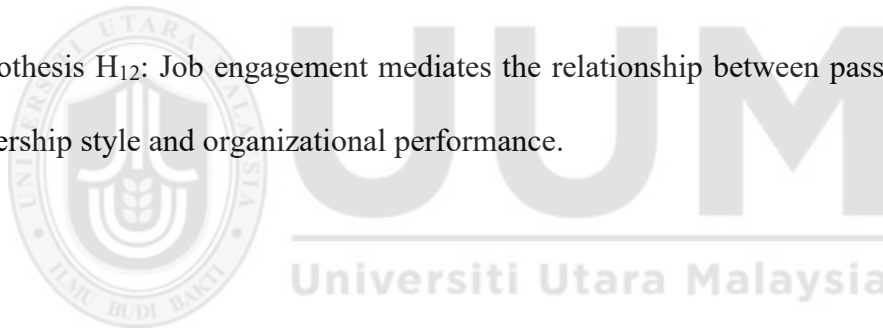
Hypothesis H₁₁: Job engagement mediates the relationship between transactional leadership style and organizational performance.

2.11.6.3 Mediating Effect of Job Engagement on the Relationship between Passive-Avoidant Leadership Style and Organizational Performance

The earlier study reveals that passive-avoidant leadership style has a relationship with organizational performance in a different context (Kark et al., 2018; Barling, Akers & Beiko, 2018; Kark, et al., 2015). Furthermore, passive-avoidant leadership style decreases legitimate absenteeism and employees like to contribute to organizational performance on their own drive (Frooman, et al., 2012).

Accordingly, it is posited that job engagement significantly mediates the relationship between passive-avoidant leadership style and organizational performance. Based on this, the following hypothesis is developed:

Hypothesis H₁₂: Job engagement mediates the relationship between passive-avoidant leadership style and organizational performance.



2.11.7 Mediating Effect of Job Engagement on the Relationship between Organizational Structure and Organizational Performance

It is evident from various studies that job engagement has a mediating effect on the relationship between organizational structure and performance (Laschinger, Wilk, Cho & Greco, 2009). Furthermore, researchers also examined the link between organizational structure and job engagement in their studies and found positive relationship (Cho et al., 2006; Maslach & Leiter, 1997).

Additionally, many researchers have claimed that job engagement predicts organizational performance (Sundaray, 2011; Bates, 2004; Harter et al., 2002;

Richman, 2006). Park, Song, Yoon and Kim (2014) also examined the mediating effect of job engagement.

Moreover, engaged employees have a sense of effective connection with their job and they see themselves as able to deal completely with the demands of their organizational performance (Babcock-Roberson & Strickland, 2010; Schaufeli et al., 2002). Thus, looking into all previous studies it is posited that job engagement significantly mediates on the relationship between organizational structure and organizational performance. Based on this, the following hypothesis is developed:

Hypothesis H₁₃: Job engagement mediates the relationship between organizational structure and organizational performance.

2.12 Hypothesis Summary

This study is based on the following hypothesis showed in table 2.2 that has been tested in assistance with statistical tools and techniques:

Table 2.2

Summary of Research Hypotheses

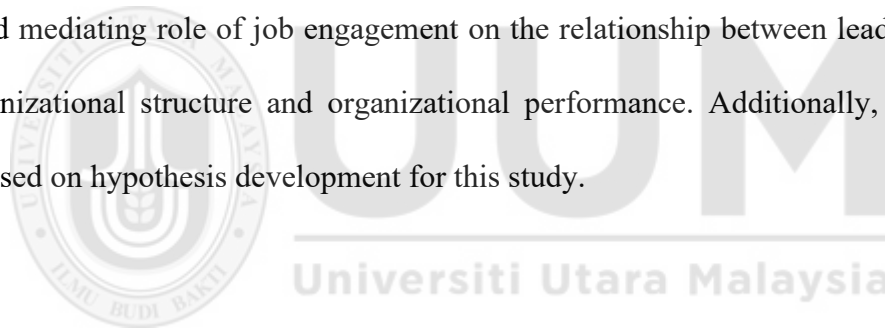
Hypothesis	Hypothesized Statement
H ₁	There is positive significant relationship between transformational leadership style and organizational performance
H ₂	There is positive significant relationship between transactional leadership style and organizational performance

Table 2.2 Continued)

H ₃	There is positive significant relationship between passive-avoidant leadership style and organizational performance
H ₄	There is positive significant relationship between transformational leadership styles and job engagement
H ₅	There is positive significant relationship between transactional leadership styles and job engagement
H ₆	There is positive significant relationship between passive-avoidant leadership style and job engagement
H ₇	There is positive significant relationship between organizational structure and organizational performance
H ₈	There is positive significant relationship between organizational structure and job engagement
H ₉	There is positive significant relationship between job engagement and organizational performance
H ₁₀	Job engagement mediates the relationship between transformational leadership style and organizational performance
H ₁₁	Job engagement mediates the relationship between transactional leadership style and organizational performance
H ₁₂	Job engagement mediates the relationship between passive-avoidant leadership style and organizational performance
H ₁₃	Job engagement mediates the relationship between organizational structure and organizational performance

2.13 Chapter Summary

This chapter focused on the background of mobile phone companies in Bangladesh followed by the relevant literature. More exclusively it highlighted the significance of mobile phone sector, the contribution of the sector and profile of the only government owned mobile phone company in Bangladesh. Additionally, this chapter highlighted the discussion relating to all the variables in this study, namely: organizational performance, leadership styles, organizational structure and job engagement are discussed elaborately. The literature on these four variables are reviewed. This chapter also highlights the underpinning theory and the research gap. More exclusively, this chapter explains the underpinning theory that help to develop the theoretical framework titled mediating role of job engagement on the relationship between leadership style, organizational structure and organizational performance. Additionally, this chapter focused on hypothesis development for this study.



CHAPTER THREE

METHODOLOGY

3.1 Introduction

The major objective of this study was to develop a thorough understanding of the knowledge of leadership styles, organizational structure, job engagement and organizational performance in the government-owned mobile phone companies. This chapter discusses the research framework, hypothesis development, research design, sampling design, measurement and instrumentation, data collection procedure, and finally data analysis techniques used for data analysis in determining the relationship between leadership styles, organizational structure, organizational performance, and job engagement.



3.2 Research Framework

The research framework for this study is illustrated in following figure. Based on the framework, the independent variables are leadership styles (transformational, transactional and passive-avoidant) and organizational structure; and organizational performance is the dependent variable. The relationship between leadership styles, organizational structure, and organizational performance was determined through statistical analysis. The research framework is shown figure 3.1 as below:

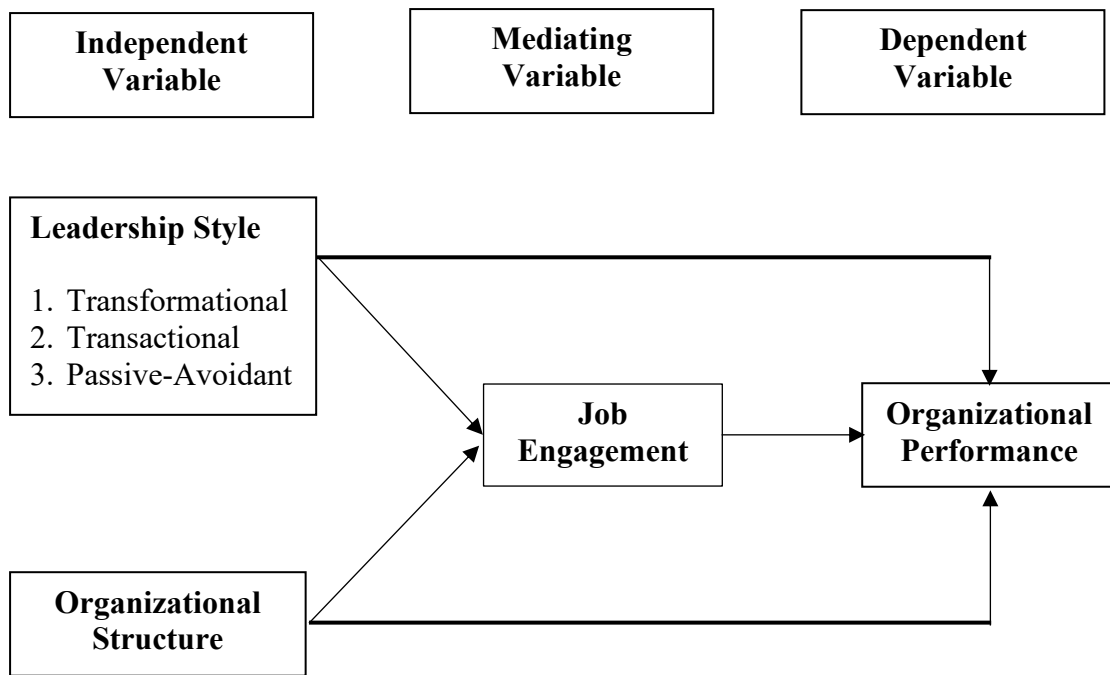


Figure 3.1

Research Framework

On the basis of the reviewed literature and suggestions by previous studies, this study has developed a framework to investigate the mediating effect of job engagement on the relationship between leadership styles, organizational structure and organizational performance. Here, job engagement is hypothesized to mediate the relationship between exogenous and endogenous variables. The model suggests a framework that was used to assess the relationship between leadership styles, organizational structure and organizational performance in government-owned mobile phone company in Bangladesh.

The aforesaid research framework has two independent variables that represent the organization's valuable resources, namely leadership styles, organizational structure, and organizational performance as the dependent variable, while job engagement is the mediating variable. Thirteen (13) hypotheses have been developed in the light of the

framework in an attempt to answer and determine a set of seven (7) research questions and objectives. To the best knowledge of the researcher, the linkages of these valuable attributes in one research framework have not been examined in previous research. Table 3.1 illustrates the research hypotheses, research questions and research objectives below.

Table 3.1

Summary of Research Hypotheses, Research Questions and Research objectives

Hypotheses	Research Questions	Research Objectives
H ₀₁ - H ₀₃	1. Is there any positive significant relationship between leadership style (transformational, transactional, passive-avoidant) and organizational performance?	1. To determine the relationship between leadership style (transformational, transactional, passive-avoidant) and organizational performance;
H ₀₄ - H ₀₆	2. Is there any positive significant relationship between leadership style (transformational, transactional, passive-avoidant) and job engagement?	2. To determine the relationship between leadership style (transformational, transactional, passive-avoidant) and job engagement
H ₀₇	3. Is there any positive significant relationship between organizational structure and organizational performance?	3. To determine the relationship between organizational structure and organizational performance;

Table 3.1 (Continued)

H ₀₈	4. Is there any positive significant relationship between organizational structure and job engagement?	4. To determine the relationship between organizational structure and job engagement;
H ₀₉	5. Is there any positive significant relationship between job engagement and organizational performance?	5. To determine the relationship between job engagement and organizational performance.
H ₀₁₀ - H ₀₁₃	6. Does job engagement mediate the relationship between leadership style (transformational, transactional, passive-avoidant) and organizational performance?	10. To explore the mediating role of job engagement on the relationship between leadership style (transformational, transactional, passive-avoidant) and organizational performance.

3.3 Research Design

With a view to attaining an acceptable outcome like the concept of research design, research type, variables measurement, survey questionnaire preparation, and pilot survey for validating the research questionnaire from the research a variety of areas are dealt with the research design (Zikmund et al., 2013; Zikmund, 2003). Furthermore, in

obtaining the research objectives research design helps to identify the sequential steps (Burns & Bush, 2006) as below.

3.3.1 Quantitative Research

According to Creswell (2009) there are three types of research design to conduct research: qualitative, quantitative or mixed mode. In order to determine social influences that acquire a detailed understanding of events, qualitative research is used. On the other hand, both qualitative and quantitative methods are used combined in mixed mode research in the same study (Creswell, 2009). Quantitative research is used to describe tendency or trends when associations among variables are examined. The quantitative approach was used in this research to study the relationships among variables with the intention of describing, predicting and managing the phenomenon (Leedy & Omrod, 2005). The quantitative study is a research method where collected data are represented by numbers that can be analyzed with widely available descriptive and inferential statistic (Bordens & Abbott, 2008). Quantitative research also involves measuring people in order to answer question.

Furthermore, Sekaran (2006) explained, quantitative research design is utilized in light of the fact that gives a more comprehensive picture of the issue being considered including the intended interest group and the viability of the project itself. Quantitative methods are very useful to analyze or prove theories (Creswell, 2009). The aim of this approach is to determine the effect of variable on each other. Because of vast sample population this method also allows results generalization to the entire population (Kaur, et al., 2019). Researchers further stated that quantitative method decides before and

after results and determines hypotheses by testing the theory and all together clarify and predict measured variables (Leedy & Ormrod, 2005).

In addition, research design can be classified into three main categories that include experimental research design that is carried out in laboratory; survey/non-experimental design, consisting of interviews and questionnaire; and historical research design which explores secondary information and observation (Zikmund, 2010). This research employed survey design where researcher does not have any control over predictor variables that control their effects on dependent variable and does not interfere with the settings of the study. Graziano and Raulin (2004) argued that survey method was employed in this study because it is the best method of gaining information from people in their natural context. Moreover, it is considered as the best method of gathering information on personal and social facts (Babbie, 2010). As explained by the researchers Cooper and Schindler (2006), as survey method emphasizes on standardization and uniformity, efficiency, accuracy and reliability it is advantageous.

This study adopted the form of cross-sectional design that includes data collection from the given sample/population at once or at one point in time for realizing the study objectives (Spector, 2019). As this method would limit non-responsiveness of respondents, less time consuming and less cost-effective to undertake the study it is believed to be the most appropriate (Sekaran, 2006). This research is descriptive in nature and involves hypotheses testing. The descriptive research was undertaken to clarify the demographic characteristics of the respondents. The hypothesis testing provides increased knowledge on the relationship that exists among four variables namely: leadership styles, organizational structure, organizational performance and job engagement.

3.4 Population and Sampling Technique of the Study

3.4.1 Population

Population is a group of people or organization who are of attention to a study (Sekaran & Bougie, 2016). In a study, population consists of a collection of data and information whose properties are going to be analyzed in order to achieve the study objectives (Hair et al., 2006). Population is described as a group of individuals who have similar features and characteristics that a researcher can identify (Cresswell & Poth, 2017). The study population is also referred to as the total group of individuals or events that the researcher likes to study (Sekaran, 2006).

Since the objective of this study aims at determining the organizational performance of the government-owned mobile phone company in Bangladesh, this study was conducted in Teletalk, the only government-owned mobile phone company in the country. As reported in 2016, Teletalk has around 1000 employees comprising of the corporate head office and 53 customer care centers in 64 districts throughout the country (Teletalk, 2016). The study respondents were selected from this population.

Moreover, the survey study was conducted on full-time employees as most of the studies suggest that organization is expected to have strong relationship with the full-time employees (Price, 1997), therefore, their responses are more acceptable. Scholars also argued that due to more devotion to the organization it concentrate more to its full-time employees than contractual employees (Conway & Briner, 2002). Thus, the population of this study is the full-time employees of mid-level positions; who are working under direct supervision of immediate supervisors in the Teletalk mobile phone company in Bangladesh.

3.4.2 Sampling Design and Sample Size

The sampling process initiates with the identification of the target population. Hence, quantitative study is the researcher's ability to use a small number of respondents to make appropriate inferences about a large population that might be too costly to be studied (Cavana, Delahaye & Sekaran, 2001). Sample size denotes the number of units that needs to be surveyed to get reliable and accurate results (Cresswell, 2008).

Although researchers argued, the determination of an appropriate sample size depends on the population of the study (Wang et al., 2019). Some rule of thumb or statistical tool is used in this regard for determining accurate sample size (Johanson & Brooks, 2010). Appropriate sample size helps the researcher to collect data without knocking each and every sample due to time, money and human resource constraints.

In this connection, researchers further suggest determining the appropriate sample size for avoiding visit to every element of the population (Zikmund et al., 2013). In fact, the results derived from the right kind of sample size are reliable for the study (Sekaran & Bougie, 2016). As mentioned by Anderson and Gerbing (1988), a sample size of 150 or more is appropriate to obtain parameter estimates have standard errors too smaller to practical use practically. To evade the problems of misspecification sample size should range from 150 to 400 (Hair et al., 2010).

Furthermore, Roscoe (1975) argues that the sample size may be any number between 30 and 500. In case of, multivariate study the sample size would be 10 times or more of the variables used in the study (Roscoe, 1975). On the other hand, the sample size may be calculated by the ratio of observations (items) of independent variables to the sample size which is five samples for one indicator or more as recommended less than this ratio is not acceptable (Sekaran & Bougie, 2016). Thus, the minimum sample size

would be 150 as the total items of independent variables are 30 for this study. Researchers further argued although the minimum suggested ratio is good enough for the calculation of expected sample size, it should be between 15-20 times correspond to each variable used in the research (Hair et al., 2006).

Therefore, the required sample size is supposed to be 80 as this study is designed with four variables. Arguably, a large sample size is preferred in order to avoid the bias arising from non-response possibility (Bailey, Pesaran & Smith, 2019).

With a view to determining the sample size, the table based on a confidence level desired from a given population provided by Krejcie and Morgan (1970) was used. Table 3.2 shows the sample size for a given population. Based on the table, the appropriate number of sample size for a population of 1000 respondents was 278 to serve as the sample size intended for this study.

In order to minimize the error in sampling and to take care of the non-response rate issue, the sample size was multiplied by two (Hair et al., 2018). Hence, 556 samples were selected to administer the total number of questionnaires. Similarly, the lower the sample size the greater the tendency of error, and the higher the sample, the more accurate the result would be (Castro et al., 2019). Nonetheless, bearing the numerous precautions and suggestions of previous researchers in mind the researcher has selected the study samples carefully.

Table 3.2

Determining Sample Size from a Given Population

<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>
10	10	220	140	1200	291
15	14	230	144	1300	297
20	19	240	148	1400	302
25	24	250	152	1500	306
30	28	260	155	1600	310
35	32	270	159	1700	313
40	36	280	162	1800	317
45	40	290	165	1900	320
50	44	300	169	2000	322
55	48	320	175	2200	327
60	52	340	181	2400	331
65	56	360	186	2600	335
70	59	380	191	2800	338
75	63	400	196	3000	341
80	66	420	201	3500	346
85	70	440	205	4000	351
90	73	460	210	4500	354
95	76	480	214	5000	357
100	80	500	217	6000	361
110	86	550	226	7000	364
120	92	600	234	8000	367
130	97	650	242	9000	368
140	103	700	248	10000	370
150	108	750	254	15000	375
160	113	800	260	20000	377
170	118	850	265	30000	379
180	123	900	269	40000	380
190	127	950	274	50000	381
200	132	1000	278	75000	382
210	136	1100	285	100000	384

Note: *N* is population size; *S* is sample size

Source: Krejcie and Morgan (1970). Determining sample size for research activities

3.4.3 Sampling Technique

Two basic types of sampling design like probability and non-probability sampling have been discussed by the researchers in the study of sampling (Uprichard, 2013). Historically, probability sampling has been the main paradigm for many decades (Etikan et al., 2016). On the other hand, non-probability sampling has always found a place in academic research due to its cost and convenience advantages (Vehovar et al., 2016). In the probability sampling process, the sample matches the target population's representative characteristics (Sarstedt, Henseler & Ringle, 2011). Whereas, the elements of the population do not have a predetermined chance of being selected as subjects in non-probability sampling. When time or other factors are more important than generalizability it is used in such cases (Sekaran & Bougie, 2010).

This study adopted the convenience sample technique. The target population was 1000, from Teletalk mobile company in which the quantitative approach was used as a research method (Diebes & Iriqat, 2019). As a non-probability sampling technique; convenience sampling was used to select 556 respondents from the study population (Rabeea et al., 2019). The basic reason to select this method is that this provides the option to the researcher in accessing the data from those respondents who are more suitable to find (Rabeea et al., 2019). The method of sampling for the purpose of the study was the convenience sampling method. To ensure that the sample is normally distributed, special care was taken to ensure that the respondent's sample frame had respondents from all the major cellular operators (Kalita, 2019).

The appropriateness of the sample size is justified by Neuman (2007) who asserts that when it comes to sampling size selection the researcher should use his discretion. This was found appropriate due to the difficulty in identifying the respondents who are

relevant for this study. In addition, Nueman (2007) mentions, this form of sampling is cheap, time-saving and as the name suggests, it is the most convenient method of sampling. Therefore, the respondents were intercepted as they were working at their workplace. This was done to reduce the limitations posed by convenient sampling.

Convenience sampling, also known as haphazard sampling or accidental sampling is a type of nonprobability or nonrandom sampling where members of the target population that meet certain practical criteria, such as easy accessibility, geographical proximity, availability at a given time, or the willingness to participate are included for the purpose of the study (Dörnyei, 2007).

Convenience samples are sometimes regarded as ‘accidental samples’ because elements may be selected in the sample simply as they just happen to be situated, spatially or administratively, near to where the researcher is conducting the data collection. The major objective of convenience sampling is to collect information from participants who are easily accessible to the researcher like recruiting providers attending a staff meeting for study participation (S. K & Given, 2008).

Furthermore, this study intends to adopt the convenience sampling technique to draw the samples. According to Gay and Diehl (1992), this approach ensures that identified subgroups in the population are proportionally represented in the sample in the same proportion with the overall population and to produce more representative and accurate sample. More clearly, convenience sampling ensures that each subgroup of a given population are sufficiently represented within the whole sample population of a study (Sarstedt et al., 2018).

Moreover, many researchers applied this sampling technique in their studies. Among the previous researchers, Giao (2019) conducted their study in Vietnam using the method of convenience sampling. Hence, the convenience sampling technique was applied in this study. Basing on the sample size rule of thumb mentioned by Krejcie and Morgan (1970), 278 samples were determined out of 1000 population.

With a view to minimizing the error in sampling and to taking care of nonresponse rate issue this sample size was multiplied by two (Hair et al., 2010). Out of 1000 employees 546 work at the corporate office; whereas, the rest 454 work at the customer care centers (Teletalk, 2016). Hence, 556 samples were finally picked from both categories e.g. i) 304 from the corporate office and ii) 252 from the customer care centers.

3.5 Measurement

In the next couple of paragraph, the measurement scale of the variables used in this research has been presented. Survey instruments are described under this heading.

3.5.1 Development of Survey Instrument

The objective of developing the instruments is to obtain measures of the research constructs. The basis for the instrument development of this study arises from the research framework and existing literature on organizational performance, leadership styles, organizational structure and job engagement as discussed in previous chapters. The instruments employed in this study aimed at data collection in the form of questionnaires. The survey questionnaire measured the variables of this study. Sekaran

(2003) considered survey-based studies as one of the most appropriate data collection instruments. Thus, the survey questionnaire referred to Appendix-A has been elaborated in the following paragraph.

The survey questionnaire has been designed into five sections. It is the rule of thumb that every variable is comprised with few items and not less than three items (Hair, et al., 2014). Therefore, all variables in the study consist of minimum number of items to clarify the notion. Section 1 consists of eight demographic variables including gender, age, marital status, educational level, occupational department, service tenure, designation and type of employment. Section 2 consists of twenty four items that measure leadership styles; of them twenty items for transformational leadership style, two for transactional leadership style and rest two for passive-avoidant leadership style. Section 3 comprises of six items that measure the organizational structure. Section 4 consists of seventeen items that measure job engagement and Section 5 comprises of sixteen items that measure organizational performance.

Therefore, the total items of the questionnaire are seventy-one to attain the study objectives. In section one, different questions (items) about the demographic information of the respondents have been included with a different number of options and thus, the respondents were asked to provide their opinion in any one of those options for each item. Simultaneously, the respondents were asked to put their opinion through 5-point Likert scale for the items covered from section two to section five.

The present study contains mainly four variables such as leadership styles, organizational structure, job engagement and organizational performance. Three dimensions of leadership styles such as transformational leadership style, transactional leadership style and passive-avoidant leadership style and organizational structure are

considered as independent variables in this study. The only dependent variable of this study is organizational performance; while job engagement is considered as the mediating variable in the study. Consequently, all the variables are covered by the measurement scale in this study. The measurement scales are adapted from existing measurement scales developed by different researchers that are widely used in different researches and thus, the measurement scales are not prepared by the researcher of this study.

3.5.2 Organizational Performance

Organizational performance has been conceptualized as the accomplishment of corporate goals such as revenue, market share, cost reduction, operational stability, competitive advantage, reputation, customer satisfaction, employee morale, and productivity (Barad, 2018) using appropriate strategies and action plans within a given timeframe. In this study, the organizational performance was measured using an instrument developed by previous scholars (Chan et al., 2004; Kaplan & Norton, 2001).

Moreover, organizational performance is anchored around a multidimensional conceptualization (Hao & Kasper, 2012); which measures organizational performance along multiple dimensions, rather than on any single dimension. Furthermore, the organizational performance was measured using 16 items and based on four dimensions that contemplate to financial, customer, internal process, and learning and growth as proposed by Kaplan and Norton (1992). These items are scored on a five-point rating scale: (0) strongly disagree; (1) disagree; (2) average; (3) agree; and (4) strongly agree. Surprisingly, this instrument has been used in prior research (Romle, 2014). Table 3.3 shows the operationalization of organizational performance variable.

Table 3.3

Operationalization of Organizational Performance

Source(s)	Survey Items	No. of Items	Dimension
Adapted from Kaplan & Norton (1992)	1. This department having good budget management 2. Operation in this department is not cost-saving (reverse) 3. This department decreasing in productivity (reverse) 4. This department reduced unit cost of service delivered	4	Financial
Adapted from Kaplan & Norton (1992)	1. This department has high community demand 2. This department emphasized on customer satisfaction 3. This department emphasized on timeliness of service delivered 4. This department maintains good reputation among our customers	4	Customer

Table 3.3 (Continued)

Adapted from Kaplan & Norton (1992)	1. This department maintains the high level of motivation amongst employee	4	Internal Process
	2. This department successful in implementing employee development programs (training)		
	3. This department maintains high level of employee health and safety		
	4. This department having work climate support of obtaining department's objectives		
Adapted from Kaplan & Norton (1992)	1. This department has successfully identified the emerging needs of customers/community	4	Learning and Growth
	2. This department has taken a long time in introducing new service/product (reverse)		
	3. This department utilizes latest technology for increasing effectiveness		
	4. This department has successfully developed procedure to improve quality of service/product offered		

3.5.3 Leadership Style

Bass and Avolio's (2003) Multifactor Leadership Questionnaire (MLQ-5X) has been used to measure the variables of leadership styles. The MLQ-5X is the most widely used instrument to measure leadership styles as its internal reliability has been proven many times (Bass & Avolio, 2004).

3.5.3.1 Multifactor Leadership Questionnaire (MLQ) Form 5X-Short

Leadership styles are measured by twenty four items adopted from the Multifactor Leadership Questionnaire (MLQ) Form 5X-Short (Bass & Avolio, 2000). Specifically, the instrument MLQ is originally developed by Bass and Avolio (2000) for use by leaders and subordinates to measure the characteristics of transformational, transactional, and laissez-faire leadership (Boamah & Tremblay, 2018). Several revisions and rigorous psychometric testing, and the updated version known as the MLQ-5X Short Rater Form has been undergone by MLQ (Bass & Avolio, 2000).

Especially for transformational leadership style MLQ's conceptualization consists of five dimensions (Bass, 1985) namely idealized influence-attributes (IDA-4 items), idealized influence-behavior (IDB-4 items), inspirational motivation (IMOT-4 items), intellectual stimulation (ISTM-4 items) and individualized consideration (ICON-4 items). Previous researchers addressed MLQ as the most commonly used instrument for measuring transformational leadership style around the world and it has been used widely in different organizational setting after translating into different languages (Yukl, 2010; Bass & Avolio, 2004).

On the other hand, transactional leadership style and passive-avoidant leadership style are measured by four items namely, contingent reward (1 item) and management by exception-active (1 item) for transactional leadership style; and management by exception-passive (1 item) and laissez-faire (1 item) for passive-avoidant leadership style (Horwitz et. al., 2008). All these items are scored on a five-point rating scale: (0) not at all; (1) once in a while; (2) sometimes; (3) fairly often; and (4) frequently, if not often. Table 3.4 represents the items used for measuring followers' perception of transformational leadership style (Belhaj, 2012).

Table: 3.4

Operationalization of Transformational Leadership Style

Survey Items	Score
1. Re-examines critical assumptions to question whether they are appropriate	0 1 2 3 4
2. Talks about his/her most important values and beliefs	0 1 2 3 4
3. Seeks differing perspectives when solving problems	0 1 2 3 4
4. Talks optimistically about the future	0 1 2 3 4
5. Instils pride in me for being associated with him/her	0 1 2 3 4
6. Talks enthusiastically about what needs to be accomplished	0 1 2 3 4
7. Specifies the importance of having a strong sense of purpose	0 1 2 3 4

Table 3.4 (Continued)

8. Spends time teaching and coaching subordinates	0 1 2 3 4
9. Goes beyond self-interest for the good of the group	0 1 2 3 4
10. Treats me as an individual rather than just as a member of a work group	0 1 2 3 4
11. Acts in ways that build my respect	0 1 2 3 4
12. Considers the moral and ethical consequences of decisions	0 1 2 3 4
13. Displays a sense of power and confidence	0 1 2 3 4
14. Articulates compelling visions of the future	0 1 2 3 4
15. Considers me as having different needs, abilities, and aspirations from others	0 1 2 3 4
16. Gets me to look at problems from many different angles	0 1 2 3 4
17. Helps me develop my strength	0 1 2 3 4
18. Suggests new ways of looking at how to complete assignments	0 1 2 3 4
19. Emphasizes the importance of having a collective sense of mission	0 1 2 3 4
20. Expresses confidence that goals will be achieved	0 1 2 3 4

Source: Bass and Avolio (1995)

Transactional leadership has been discussed as the more traditional leadership style generally based on organizational standards and bureaucracy that describes the relationship between the leader and subordinate in terms of exchanges of economic, political, and psychological values (Boamah & Tremblay, 2018).

Similarly, the last style of leadership is passive-avoidant or non-leadership when leaders avoid addressing conflicts, clarifying expectations or making a decision (Avolio & Bass, 2004). The adapted items used for measuring followers' perception of transactional and passive-avoidant leadership styles based on Bass and Avolio (2004) are presented in Table 3.5.

Table: 3.5

Measurement of Transactional and Passive-Avoidant Leadership Styles

Transactional Leadership	Survey Items	Score
Contingent Reward	1. Makes clear what one can expect to receive when	0 1 2 3 4
Management by Exception: Active (MBE-A)	1. Keeps track of all mistakes	0 1 2 3 4
Passive-Avoidant Leadership		
Management by Exception: Passive (MBE-P)	1. Waits for things to go wrong before taking action	0 1 2 3 4
Laissez-Faire	1. Avoids making decisions	0 1 2 3 4

Adapted from Mind Garden Inc. (the MLQ by Bass and Avolio, 2004)

In brief, the measurement for leadership variables used in this research is Multifactor Leadership Questionnaire (MLQ) as mentioned by Bass and Avolio (2004). Total 24 items against three variables namely transformational leadership, transactional leadership, and passive-avoidant leadership has been used here. The operationalization of leadership variables is shown in Table 3.6.

Table: 3.6

Measurement of Leadership Variables

Instrument	Variables	Subscales	Items
MLQ Form 5X (Avolio & Bass, 2004)	Transformational Leadership	1. Idealized Influence (Attributed)	4
		2. Idealized Influence (Behavior)	4
		3. Inspirational Motivation	4
		4. Intellectual Stimulation	4
		5. Individual Consideration	4
	Transactional Leadership	1. Contingent Reward	1
		2. Management-by-Exception (Active)	1
	Passive-Avoidant Leadership	1. Management-by-Exception (Passive)	1
		2. Laissez-Faire	1

Source: Bass and Avolio (2004)

3.5.4 Organizational Structure

Organizational structure has been conceptualized as the nature of layers of hierarchy, centralization of authority and horizontal integration (Hao et al., 2012). Furthermore, the organizational structure is a multi-faceted construct concerned with the division of work, particularly roles or responsibilities including specialization, differentiation or departmentalization, centralization or decentralization, complexity; communication or coordination mechanisms including standardization, formalization, and flexibility.

Six items were employed to represent organizational structure characteristics adapted from Hao, Kasper and Muehlbacher (2012) due to the close link with this study. Notably, the organizational structure was measured in previous studies using these 6 items (Angeles, Centeno, & Villanueva, 2019; Chege, Wang, & Suntur, 2019; Razzak, 2017). Hence, these items are justified for this study. Table 3.7 represents the operationalization of organizational structure variable.

Table 3.7

Operationalization of Organizational Structure

Variables	Survey Items	No. of Items
Flexibility	1. Organizational configuration is more flexibility to suit the uncertain environment	1
Delegation	1. Organization is in proper control and good communication	1
Openness	1. Openness to learning best practices and exchange lessons	1

Table 3.7 (Continued)

Empowerment	1. Suitable empowerment, delegating to tap subordinates' full potential	1
Decentralization	1. Encourages decision-making and assumption of authority and responsibility	1
Complexity	1. The organization was a learning organization	1

Source: Hao, Kasper, and Muehlbacher (2012)

3.5.5 Job Engagement

In this study, job engagement has been conceptualized as a positive, fulfilling, and work-related state of mind that is characterized by vigor, dedication, and absorption (Schaufeli, Bakker & Salanova, 2006). As shown in Table 4.10, job engagement is measured by 17 items developed by Schaufeli and Baker (2004). Based on a six-point scale whereby, 0 = never, and 6 = always, this scale were converted into a 5-point Likert scale (0 = never, 1 = rarely, once a month, 2 = sometimes, a few times a month, 3 = often, few times a week, 4 = always, everyday) to ensure consistency with other sets of questionnaires used for leadership styles, organizational structure and organizational performance. Table 3.8 represents the operationalization of job engagement.

Table 3.8

Operationalization of Job Engagement

Variable	Operational Definition	Items
Job Engagement	High levels of energy, enthusiastic, and emotionally detach on employees' work role	
i) Vigor	Presenting high level of energy, resilience, and effort towards job accomplishment	<ol style="list-style-type: none"> 1. At my work, I feel bursting with energy 2. I find the work that I do full of meaning and purpose 3. Time flies when I am working 4. At my job, I feel strong and vigorous 5. I am enthusiastic about my job 6. When I am working, I forget everything else around me
ii) Dedication	Display a sense of importance, enthusiasm, encouragement, and pride towards the job	<ol style="list-style-type: none"> 1. My job inspires me 2. When I get up in the morning, I feel like going to work 3. I feel happy when I am working intensely 4. I am proud of the work that I do 5. I am immersed in my work

Table 3.8 (Continued)

iii) Absorption	Sense of fully concentrated, emotionally detach and happily engrossed in one's work	<ol style="list-style-type: none"> 1. I can continue working for very long periods at a time 2. To me, my job is challenging 3. I get carried away when I am working 4. At my job, I am very resilient, mentally 5. It is difficult to detach myself from my job 6. At my work, I always persevere, even when things do not go well
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Source: Schaufeli and Baker (2004)

The summary of the study variables and the number of measuring items of the respective variables along-with key citation are mentioned in table 3.9.

Table 3.9

Summary of Measurement Scale of the Variables

Variables of the Study	No. of Items	Key Citation
Leadership styles	24 items (Q1-Q24)	Bass and Avolio (2004)
Organizational structure	6 items (Q25-Q3)	Koontz and Weihrich (1990)
Job engagement	17 items (Q31-Q47)	Schaufeli and Baker (2002)
Organizational performance	16 items (Q48-Q63)	Kaplan and Norton (1992)

3.6 Pilot Study

A pilot study is regarded as a test where a small scale of the study is carried out before the full-scale actual study (Gay, Airasian & Mills, 2006). The major goal of carrying out a pilot study is to identify and eliminate any problem in the instrument before collecting the actual data from the targeted sample group. Researchers asserted that carrying out a pilot study with a sample size within 20-50 respondents is sufficient (Rossi, Wright & Anderson, 1983). Additionally, the most test of inter-item consistency reliability is the Cronbach's alpha coefficient.

In this research, the pilot study was conducted with a view to finding out the estimated time taken for the selected respondents to respond to the questionnaires, to deliver critical feedback on the length, clarity of scales and format, to comment on language, wordings, understanding of the questionnaires and also to test the reliability of the instruments used to conduct the study. This pilot study was conducted by applying the questionnaires during the face-to-face interviews with 30 respondents who were randomly selected from Teletalk, the only government-owned mobile phone company

in Bangladesh. These respondents were required to rate the leadership styles of their direct supervisors, the structure of the organization and rate their own level of job engagement to their organization. The respondents selected for the pilot test were taken from the actual population of this study.

One of the main benefits of administering the questionnaires during the interview is that the researcher could clarify doubts and ensure the respondents understanding on the questions. It was found from the pilot study that the approximate time taken to complete the questionnaires was in between 30 to 40 minutes. Some improvements were made to the questionnaire, namely questions on the demographic profile of the respondents.

In the pilot study, some of the respondents made a comment that the questionnaires were too long. The questionnaire used in this study was 5 pages in length and contained four different instruments with multiple items to measure the four variables. The questionnaire was adapted from well-established instruments and could not be altered. All other sections in the questionnaire were therefore retained without any changes. After completion of the questionnaires, the researcher personally collected the questionnaires.

The reliability of the measurement instruments under the pilot study, was tested using the Cronbach's alpha coefficient. The results for the reliability of the instruments in the pilot study illustrated in Table 3.10 show that the Cronbach's alpha ranges from 0.613-0.936, i.e., from moderate to excellent. According to Hair et al. (2018), the generally accepted value for the lower limit for Cronbach's alpha is 0.7 but in exploratory research, it may decrease to 0.6. Reliabilities less than 0.6 are considered to be poor

(Sekaran & Bougie, 2016), those in the range of 0.7 - 0.79 are to be acceptable, and those above 0.8 are said to be good.

Furthermore, Cronbach's alpha coefficient values of more than 0.7 are considered good but values of more than 0.5 are acceptable (Ramayah, 2011). Hence, the Cronbach's alpha cut off value 0.613 has been applied in this research. Moreover, Cronbach's alpha coefficient is used extensively to measure reliability (Venkatraman & Grant, 1986). The estimate of internal consistency associated with the scores that are derived from a scale or composite scores is Cronbach's alpha coefficient.

In the absence of reliability, it is impossible to have any validity associated with the scale or scores of the scale and thus reliability is important. The guideline on the acceptable readings for Cronbach's alpha coefficient is provided under Table 3.10.

Table 3.10

Cronbach's Alpha Guideline

Alpha	Strength
<0.6 Weak	(not acceptable)
0.6 - <0.7	Moderate
0.7 - <0.8	Good
0.8 - <0.9	Very Good
0.9	Excellent

In conducting this study, using the Cronbach's alpha coefficient reliability tests were carried out on the four well established questionnaires, namely, leadership styles developed by Avolio and Bass (2004), organizational performance developed by Kaplan and Norton (1992), organizational structure developed by Koontz and Weihrich (1990), and job engagement developed by Schaufeli and Baker (2003). Since the

Cronbach's alpha coefficient values fell within the accepted range, the instruments are reliable. Table 3.11 shows the output of the reliability tests.

Table 3.11

Cronbach's Alpha Coefficient of the Pilot Test

Variables	Cronbach's Alpha	No. of Items	Strength
Leadership Styles			
Transformational	0.938	20	Excellent
Transactional	0.712	2	Good
Passive-Avoidant	0.633	2	Moderate
Organizational Structure	0.613	5	Moderate
Job Engagement	0.887	17	Excellent
Organizational Performance	0.709	10	Good

Few precautions were taken to limit response errors from the respondents' side, such as assurance of confidentiality in the covering letter was mentioned with the questionnaire. During the first contact, trust and confidence were built with the respondents requesting their kind cooperation.

3.7 Data Collection Procedure

This study employed a field study design by applying a cross-sectional study method. As explained by Cavana et al. (2001), the cross-sectional study involves gathering the data for a specific study only once or at one point in time to time for meeting the study

objectives. With a view to avoiding the long-time consumption that characterizes longitudinal research cross-sectional method was chosen for this study (Sekeran, 2003). As the main tool of data, collection questionnaire was used for this study. Questionnaire technique is commonly used in social science research which involves asking individuals specific behaviors (Sekeran, 2003).

Prior to the data collection process, written permission was obtained from the respondents' organization to conduct the survey. The data collection was carried out from the first week of June 2016 until the end of November 2016. In order to obtain 278 samples as suggested by Krejcie and Morgan (1970), the researcher had a frequent meeting with the Teletalk management and distributed 556 questionnaires to the employees directly who were selected through convenience sampling method from Teletalk, the only government-owned mobile phone company in Bangladesh.

Moreover, all respondents were requested personally to fill up the questionnaire and evaluate the leadership style of their immediate supervisors. Particularly, the respondents were requested to describe the way their immediate supervisors run and manage the organization and their relationship with the subordinates. Then the researcher tried to identify from their responses, whether either of the leadership styles was being practiced by the supervisors.

In this regard, the respondents were given a week to complete the questionnaires and returned them back to the researcher accordingly. Moreover, the respondents were advised not to indicate any information that could link them to the instrument for the purpose of maintaining confidentiality and anonymity.

3.7.1 Questionnaires Development

The questionnaire was prepared mainly on the basis of literature and research hypotheses as discussed in previous sections. The development of the questionnaire design, rating scale and wordings are made in line with the recommendations by Kaplan and Saccuzzo (2009) to ensure the validity and reliability of the questionnaire. Consequently, vague wording, double-barrelled questions, and too technical jargons and terms are eliminated. Additionally, close-ended questions are constructed to restrict the respondents within the set of supplied alternative answers in measuring the objective and subjective perception of the questions.

According to Sekaran (2003), the close-ended questions assist the respondents to clearly understand the objective of the questions so that they can provide an appropriate response. These efforts are very vital because the anticipated responses are important in order to achieve a reliable statistical analysis for the final results (Hair et al., 2006). Moreover, the questionnaire was prepared in English to avoid any misunderstanding of the technical terms. In addition, local language Bangla was also used back to back to make the respondents understand the meaning of the questionnaire during the time of interviewing. Thus, there were two versions of the questionnaire, in English and Bangla and data was collected using both Bangla and English version of the instruments as described by Brislin (1970); and Chapman and Carter (1979). The translation of the questionnaire has been verified and certified by the expert that the translation into Bangla has been done accurately from the English version (Appendix – H). This was to cater for respondents who were less proficient in English.

The survey questionnaire is divided into five major sections detailed in Table 3.12 to fulfill the required information that contributes to the achievement of the research objectives. The full questionnaire is available in Appendix-A.

Table 3.12

Major Sections of the Questionnaire

Section	Title	Purpose
1	Respondent Profile	To obtain demographic information about the Respondent
2	Leadership Style	To evaluate the degree of Leadership styles in the organization
3	Organization Structure	To evaluate the level of Organizational Structure
4	Job Engagement	To evaluate the level of Job Engagement
5	Organizational Performance	To evaluate the degree of perceived Organizational Performance over the years

3.8 Techniques of Data Analysis

After collection of all data both descriptive and inferential statistics were used as techniques of data analysis. Descriptive statistics were applied to describe the data features quantitatively. Descriptive statistics help to summarize a sample rather than taking the whole population (Venkatesan, 2019). It gives a summary of the sample and the observation made. The data analysis methods are selected based on the study questions and variable characteristics (Uprichard & Dawney, 2019). Several analyses

techniques have been used for examining the hypothesis of the constructs established on the foundation of the literature review. In this study, data were analyzed using the SPSS version 21 and the Smart PLS 3.0. The structural equation modeling (SEM) approach has been adopted for analysis of data for this study. Important data are shown in a different chart, graph, diagram, and figure. Figure wise analysis also is interpreted at the beneath of each table. Lastly, data are presented analytically in a descriptive format.

3.8.1 Structural Equation Modeling (PLS-SEM)

By the way of an effective tool for analysing multidimensional relationships between variables the SEM approach is extensively discussed amongst quantitative scholars (Sarstedt, et al., 2018; Kenny & McCoach, 2003). For assessing mediation and moderation effect SEM has been demonstrated to be a superior model for performing estimations better than regression (Zyphur, Zhang, Preacher & Bird, 2019).

Existing literature (Byrne, 2010; Hair et al., 2017) have established structural equation modeling as a powerful second-generation multivariate technique which is good for result analyses that have many constructs, by allowing the measurement properties evaluation and structural connections with multiple relationships concurrently in the same analysis. SEM is noted to have the capacity of using combined multiple regressions, path techniques and factor analysis for a simultaneous assessment of measurement and found the connections between a number of theoretically linked concepts, named latent variables (Byrne, 2010; Hair et al., 2018).

PLS-SEM approach is called second-generation structural equation modeling (Mostafiz, Islam & Sharif, 2019). With a view to analyzing the data and presentation of the results of the study model PLS (Partial Least Squares) software was used in this study. PLS falls under the two types of Structural Equation Modeling (SEM). The two types of SEM are Covariance-SEM and Component-based-SEM. PLS is part of Component-based-SEM. Numerous rationales exist for using either of the two types of SEM in research work (Hair et al., 2017).

First, PLS path modeling is selected in this study because of the estimation the interactions between constructs or structural model and associations between indicators and their corresponding latent constructs or measurement model concurrently, even though it is similar to conventional regression technique (Chin et al., 2003; 1999). The present research is explorative in nature by applying social exchange theory (SET) and resource-based view (RBV) theory.

Therefore, the path modeling approach is required to be used since it has been recommended that if the study does not test or compare theories or is prediction-oriented or an extension of an existing theory, PLS path modeling ought to be employed (Hair et al., 2017).

Thirdly, the model structure of this study is regarded as somewhat complex because the study has examined both direct and indirect as well as mediating effects of the variables under study. In addition, the study has reflective constructs. Fourthly, compared to other path modelling software e.g., Analysis of Moment Structures (AMOS), Smart PLS software was carefully chosen as a tool of data analysis for the reason that of its friendly graphical user interface that help users to create a mediating effect for path models with interaction effects (Cepeda-Carrion et al., 2019). Table 3.13

shows the rule of thumb for selecting CB-SEM and PLS-SEM as outlined by Hair et al., (2017) to justify the use of PLS-SEM in this study. Moreover, PLS path modeling (Cepeda-Carrion et al., 2019) using Smart PLS software (Khan et al., 2019) was employed in this study to test the theoretical model. PLS modeling is considered the most appropriate method of data analysis in this study based on several reasons below.

Table 3.13

Rule of thumb for selecting Covariance-SEM and PLS-SEM

Issue	Covariance-SEM	PLS-SEM
Research Goals	Theory testing, confirmation and comparison	Predicting key target construct, exploratory research, and extension of an existing structural theory
Measurement Model Specification	Mostly reflective measures	Both formative and reflective Measures
Structural Model	Non-recursive Model	Complex Model
Assumptions	Parametric with sample size and data distribution Assumptions	Nonparametric does not require assumptions to be fulfilled
Sample Size	Large	Small and Large
Model Specification	If research requires goodness-of-fit criterion	If research will use latent variable scores in subsequent analyses

Note: Adapted from Hair, Ringle, and Sarstedt, (2014), PLS-SEM: Indeed a silver bullet, *The Journal of Marketing Theory and Practice*, 19(2), 145

Apart from the reasons for using PLS derived from Hair et al. (2018) an additional justification for using PLS is that it offers the possibility for different variable measurements ranging from categorical to ratio (Chin & Newsted, 1999). Based on the previously mentioned justifications, PLS-SEM is considered more appropriate for the study. Several stages and procedures were followed in data analysis of this study in using PLS for evaluating measurement and structural models.

3.8.2 Measurement Model Evaluation

Data was collected and screened using SPSS 21 version to ensure that it is suitable for the PLS analysis. To ascertain the measurement model, individual item reliabilities, internal consistency reliabilities, convergent validity, and discriminant validity were calculated using Smart PLS 2.0 M3 software (Hair et al., 2018; Henseler & Sarstedt, 2013).

Reliability is measured through any of the two methods. Reliability can be measured through Cronbach's alpha or composite reliability. The threshold is that internal consistency should be greater than 0.7 using either Cronbach's alpha or composite reliability. However, when research is exploratory, 0.6 to 0.7 is acceptable and an indicator loading higher than 0.70 is required (Hair et al., 2018). In order to achieve validity of reflective construct, the variable is required to meet convergent and discriminant validity conditions. To meet convergent validity, the conditions are measured using Average Variance Extracted (AVE), which is required to be not less than 0.5. This means that the variance explained by the latent construct for its indicators is 50 percent and above (Hair et al., 2017). In addition, discriminant validity of latent construct's AVE should not be less than the highest squared correlation of the latent

construct with any other latent construct in the research model. Moreover, the loading of an indicator should be greater than all of its cross-loadings (Hair et al., 2017).

3.8.2.1 Structural Model Evaluation

Under the structural model, a standard bootstrapping technique with a number of 5000 bootstrap samples and 213 cases were employed to assess the structural model (Hair et al., 2018; 2017; Henseler & Sarstedt, 2013). Specifically, the path coefficients significance, *R*-squared level values, effect size, and predictive relevance of the model were assessed (Hair et al., 2017).

To determine the significance of Path coefficients, bootstrapping of the minimum number of 5000 bootstrapping sample, and the number of cases in the original sample was used. Furthermore, path coefficients critical-values for one-tailed tests are 1.30, 1.645, and 1.965 at 10%, 5%, and 1% significance levels respectively (Hair et al., 2017). *R*-squared level values R^2 is another important in evaluating the predictive ability of the structural model. The value of R^2 describes the total variation in the latent dependent variable explained by independent variables (Henseler & Sarstedt, 2013). It can be evaluated in two ways by the effect of a particular IV on the DV, or for the endogenous latent variables in the structural model. In case of the effect of a specific IV on the DV, the values of 0.02, 0.15, and 0.35 are regarded as small, medium, and large effect respectively (Liu et al., 2019; Cohen, 1988). However, for overall effect on the endogenous latent variable, the values of 0.25, 0.50, and 0.75 are considered weak, moderate, and substantial respectively (Hair et al., 2017) Effect size assesses the extent to which individual independent variables contributes independently to the explanation of the DV. It is assessed using Cohen, (1988) recommendation of .02, .15, and .35,

which are classified as small, medium, and large. Predictive relevance is another technique of assessing a structural model by measuring the model's capability to predict. In most cases, it is done by using Geisser's Q^2 , which proposes that the model must be able to predict each of the indicators of endogenous latent constructs (Hair et al., 2017; Geisser, 1974). Accordingly, Q^2 value beyond zero points out that the exogenous variable has a predictive relevance for the endogenous variable.

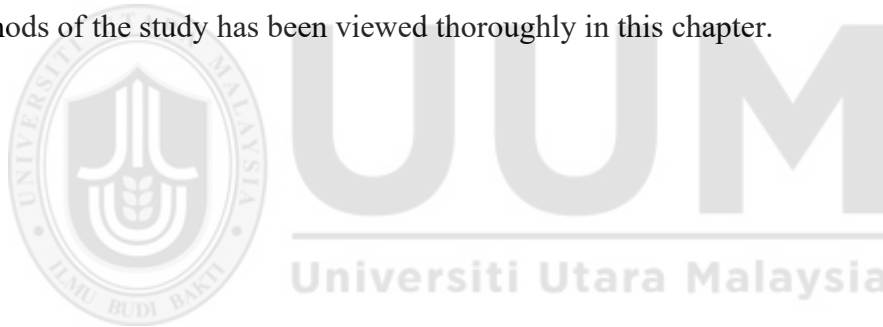
After the analyses of the main PLS path model were run, a supplementary PLS-SEM analysis (i.e., mediation analysis) was conducted using Henseler and Sarstedt (2013) in addition to Henseler and Fassott's (2010) methods to the analysis of moderating effect of human capital in PLS path model. Lastly, the strength of the moderating effects was ascertained using Cohen's (1988) formula of effect size.

3.8.2.2 Mediating Effect Assessment

Mediation estimates the total, direct, and indirect effects of causal variable or variables x on outcome variable y through a proposed mediator variable or set of mediator variables, controlling for (optional) one or more variables in cover (Hayes, 2013). Mediation is similar to indirect but allows multiple X variables and also offers features for handling and coding a single multi-categorical X variable (Preacher & Hayes, 2008). Mediation also provides omnibus tests for direct, indirect and total effects for X as a set, or the group variable coded with X when is multi-categorical. Inferences for indirect effects can be based on either percentile bootstrap confidence intervals or Monte Carlo confidence intervals (Fang et al., 2019). The principles behind the estimation of direct, indirect, and total effects when X is multi-categorical and can be found (Hayes & Preacher, 2014).

3.9 Chapter Summary

This chapter illustrates the research plan of the current study. It depicted the framework of the research. The research approach and methodology applied in this research are also presented in this chapter. In addition, target population, sampling criteria and techniques, and it described questionnaire design, alongside with reliability and content validity of the questionnaire have been discussed in this section. Moreover, the unit of analysis which is the organization is clearly stated as well as operationalization and measurement of independent and dependent, mediating variables were discussed. Furthermore, this segment provided a summary of data collection, data analysis, reliability, validity, and result for the pilot study. Thus, an overall idea about the methods of the study has been viewed thoroughly in this chapter.



CHAPTER FOUR

ANALYSIS AND FINDINGS

4.1 Introduction

The results of the analysis are presented and discussed in this chapter. Both descriptive and inferential statistics were used for data analysis. Descriptive analysis was used to explain the demographic characteristics, while inferential statistics were used to analyze the relationships among the independent variables (leadership styles, organizational structure) and the dependent variable (organizational performance) as well as mediator effect (job engagement). The chapter is organized into nine sections. The overview of this chapter is covered in the first section. In the second section the data collection process, a response rate of the respondents and the non-response bias report are discussed. A detailed discussion is provided on the data screening process, detecting missing data and identifying outliers, normality, linearity, homoscedasticity, multicollinearity, and independence of errors tests under the third section. The demographic profile of the respondents is focused in the fourth section. Section five deals with the descriptive statistic of the construct used in this study. Section six covers the analysis of the latent constructs through PLS-SEM method. Section seven presents the mediating relationship among the constructs. The assessment of goodness of fit index is provided in section eight. Finally, the hypotheses testing results by using the structural equation model analysis are reported in section nine.

4.2 Data Collection Process and Survey Responses

The data collection was carried out in the first week of June 2016. The data collection process lasted until the end of November 2016. With a view to ensuring an adequate number of responses, the researcher had to make several follow up telephone calls and follow up visits to the respondents. The response rate and non-response bias results are discussed below.

4.2.1 Response Rate

Out of 556 questionnaires, a total of 310 (20 percent) questionnaires were distributed initially among the respondents in June 2016. Another 246 (80 percent) questionnaires were distributed from mid-August to end-November 2016. Table 4.1 illustrates the response rate for the survey.

Table 4.1

Response Rate of the Questionnaire

Details	Frequency	Percentage (%)
Questionnaires distributed	556	100
Total Returned questionnaire	306	55.03
Unreturned questionnaire	250	44.96
Usable returned questionnaire (before deletion)	219	39.40
Incomplete returned questionnaire	87	15.64
Usable questionnaire for analysis (valid response)	213	38.31

During this time various initiatives as like as a reminder text message (Sekaran, 2003) and phone calls (Traina et al., 2005) has been made to the respondents for getting back the filled-in questionnaire within the least possible time frame (Silva, Smith & Bammer, 2002). As illustrated in Table 4.1, out of 556 distributed questionnaires, 306 (55 percent) questionnaires were returned. Among them, 87 were returned incomplete and 219 (40 percent) questionnaires received were usable. This rate is considered sufficient based on the argument of previous studies (Hair et al., 2017; Sekaran, 2003) that a 30 percent response rate is suitable for the survey study.

Furthermore, few researchers (O'Sullivan & Abela, 2007) asserted that 12 to 20 response rate is satisfactory while conducting the survey method for data collection. Moreover, it has been found in recent studies that the researchers accepted the response rate 36.31%; (Ebert et al., 2018), 38.45% (Naala et al., 2017) and 31.0% (Nair, 2015) for their analysis.

4.2.2 Non-Response Bias

Non-response bias is the type of bias displayed when some of the respondents choose not to respond to some of the questions or fail to respond or answer the questions (Heffetz & Reeves, 2019). Similarly, when the non-respondents are different in some meaningful ways from those who do respond non-response bias could also occur. Berg (2010) further noted this can affect the size and characteristics of the sample when the respondents fail to return the questionnaires or fill them completely.

Furthermore, due to the lack of comparable data, it is often difficult to compare the responding and non-responding participants (Feng & Zou, 1997). Armstrong and

Overton (1977) examined, using the early responses is the other best approach as compared to late responses when responses are received after several follow-ups. This method also assumes that those who respond late are similar to non-respondents (Feng & Zou, 1997). In order to overcome this problem of non-response bias, the researcher distributed 556 questionnaires, approximately two times the number of samples (278) required for the study based on the population. By assuming both equal and unequal group variances scholars proposed to use t-test (Gronau & Wagenmakers, 2019). With a view to determining whether there were any differences between these two groups, the mean and standard deviation of demographic variables and the t-tests for the variables for both early and late respondents were undertaken.

The respondents who provide responses within 30 days regarded as early responses and who provide responses after 30 days of questionnaire distribution are regarded as late responses (Vink & Boomsma, 2008). In this study, 166 respondents returned the filled-in questionnaire by 30 days and the remaining 53 respondents deliver their filled-in questionnaire after 30 days respectively. An analysis was carried out on a total of 219 samples received having a Cronbach's alpha cut off value 0.63. The results for the mean, standard deviation and t-tests on the demographic data of respondents and the t-test for independent, dependent and mediator variables showed no significant differences between late and early responses. Thus, it can be concluded that in this study there is no significant non-response bias and the sample is representative of the population of interest. There is a reasonable consistency of response pattern between early and late respondents. In this viewpoint, for statistical analysis, the responses from both late and early respondents were combined and used (Appendix - C).

4.3 Data Screening and Preliminary Analysis

In performing multivariate analysis preliminary data screening is very essential because it helps a researcher to see any possible violations of the vital assumptions concerning the use of multivariate methods of data analysis (Hair et al., 2017). Furthermore, it assists researchers in better understanding the data collected for further analysis. It involves series of activities such as data coding and entry, Detection of missing data, assessment of outliers, normality test, and multicollinearity test (Tabachnick & Fidell, 2007; Hair, et al, 2018).

4.3.1 Detection of Missing Data

The term missing data denotes the unattainability of suitable value on one or more variables in data analysis (Hair et al., 2018). If respondents intentionally or unconsciously fail to answer any or few questions then missing values occurs (Hair et al., 2014). Although there is no acceptable percentage of missing values in a data set, few researchers come to a consensus that 5% or less is considered non-significant (Tabachnick & Fidell, 2007). The missing value may cause harmful effects and thus, it is very important that the researcher handle it and tackles from the beginning in an attempt at minimizing the dataset is free from any missing data. Consequently, data analysis in this study indicated that there was no missing data because the researcher was careful enough and properly guided the respondents face to face to answer each question.

4.3.2 Outliers

The next step in the screening of data stage is to identify whether there are any outliers. Outliers are defined as observations that are substantially different from others and have extreme value characteristics (Byrne, 2010). As described by Verardi and Croux (2008), the presence of outliers in the data set can severely twist the estimates of regression coefficients and lead to unreliable results in a regression-based analysis. Thus, both the univariate and multivariate outliers were checked in the study. The outliers were detected through z-score and boxplot for the purpose of this research.

As pointed by Tabachinick and Fidell (2007) and Hair et al., (2017) this research use standardized variable values (z-scores) threshold of ± 3.29 or ± 4.0 respectively. By observation of Z score using standardized values with a cut-off of ± 3.29 ($p < .001$ sig. level) is the detection of a univariate outlier (Tabachinick & Fidell, 2007). Therefore, cases 92, 139, 152, 160, 199, 203 were deleted as their values exceeded a cut-off of ± 3.29 .

Mahalanobis distance (D2) was also used along-side of using standardized values to check multivariate outliers (Rightmire, 1969). Based on the four variables of the study a total of 6 cases of univariate outliers was recorded out of 219 cases. Therefore, the recommended threshold chi-square is 102.166 ($p = 0.001$) and the highest number of Mahalanobis distance value in the SPSS is 21.63, and thus in this study, there is no presence of a multivariate outlier. The remaining 213 cases were considered for further multivariate analysis.

4.3.3 Normality, Linearity, Homoscedasticity, Independence of Error and Multicollinearity

The histogram, skewness, kurtosis, and Q-Q plots were used to confirm the existence of normality property for the research data. The test for the error term properties of independence of error, homoscedasticity, and multicollinearity tests showed the data fulfilled the requirements.

4.3.3.1 Normality

According to Tabachnick and Fidell, (2007) one of the basic assumptions of regression analysis is that each variable and all linear groupings of the variable are normally distributed. Usually, normality is evaluated by statistical or graphical methods. Skewness and kurtosis are the basic mechanisms of statistical normality. The value of both skewness and kurtosis should be close to zero when a distribution is normal. Normality is usually determined through histogram residual plots in the graphical method. This refers to a shape of data distribution and its correspondence to a normal distribution. Tabachnick and Fidell (2007) further asserted, the residuals should be normally and independently distributed if the assumption is met. Figure 4.1 shows the normality curve pattern is almost normal as the bars are very close to the normal distribution curve in the histogram. On the other hand, figure 4.2 shows the normal probability plots.

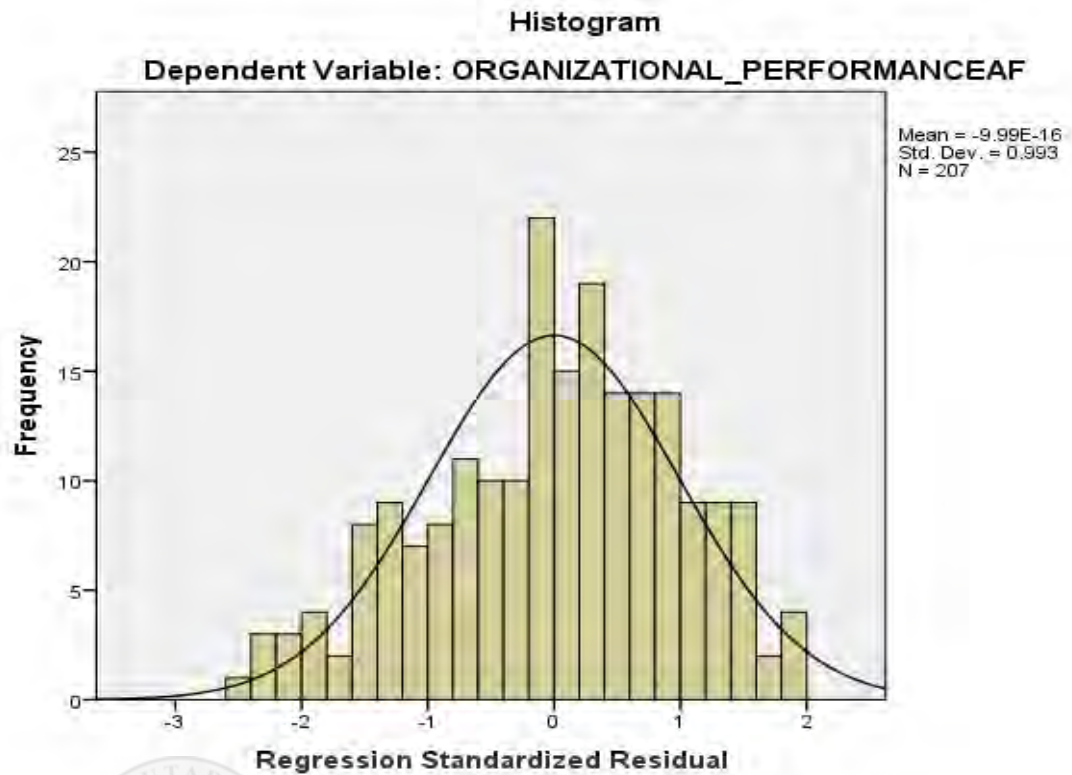


Figure: 4.1

Normality Histogram

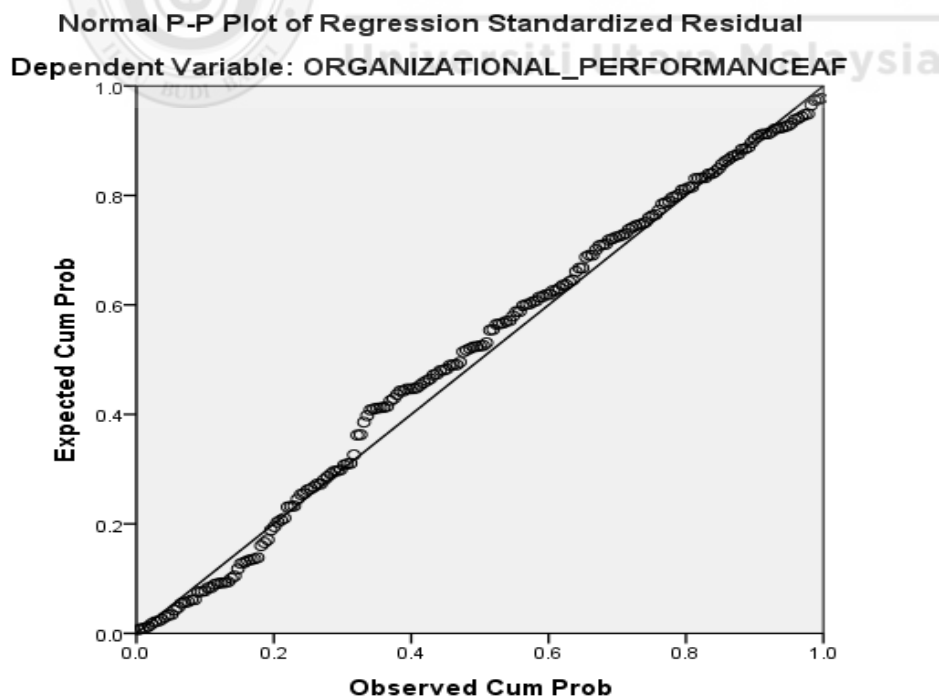


Figure: 4.2

Normal Probability Plots

By checking at both skewness and kurtosis the normality assumption was diagnosed in this research; at the same time looking at histogram residual plots. The residual appears to be normal based on the analysis and the values of skewness and kurtosis were close to zero. According to Afifi and Clark (1998), the normality assumption was not violated. Table 4.2 presents the normality test of the study.

Table: 4.2

Normality Test

Variables	N	Mean	Skewness		Kurtosis	
			Statistic	Std.	Statistic	Std.
				Error		Error
ORG._PERFORMANCE	213	2.63	-.002	.169	.029	.337
JOB_ENGAGEMENT	213	2.78	.490	.169	-.080	.337
ORG._STRUCTURE	213	2.41	.303	.169	.294	.337
LEADERSHIP_STYLE	213	2.78	.040	.169	.091	.337
Valid N (listwise)	213					

4.3.3.2 Linearity

In regression analysis, linearity is important because one of the underlying assumptions of the technique is that the relationship between independent and dependent variables is linear. The linear association between variables can be captured by correlation. As mentioned by Tabachnick and Fidell (2007), they were ignored in the analysis if substantial non-linear relationships exist, which were, in turn, underestimate the actual strength of the relationship. The residual scatter plot has been used in this research.

Figure 5.3 presents the scatter plot between LS, OS, JE and organizational performance. As the plot shows that residual scores converged at the center along the zero points the assumption was not violated. That means the linearity assumption was fulfilled.

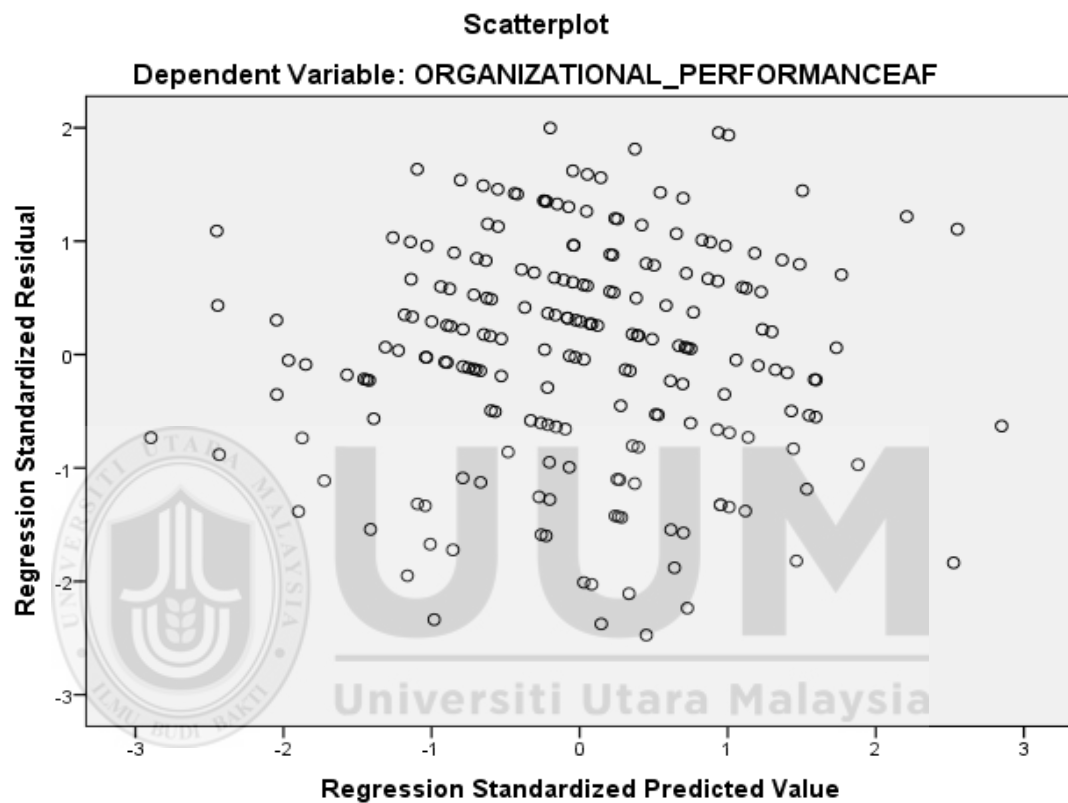


Figure: 4.3

Scatterplot

4.3.3.3 Multicollinearity Test

Multicollinearity is a situation in which one or more exogenous latent constructs turn out to be highly correlated. The existence of multicollinearity in the midst of the exogenous latent constructs can substantively interfere with the estimates of regression coefficients and their statistical significance tests (Hair et al., 2014). Especially,

collinearity or multicollinearity is a problem that occurs when predictor variables are tremendously correlated to 0.9 and above (Hair et al., 2010). It also raises the standard errors of the coefficients, which consecutively render the coefficients statistically non-significant (Tabachnick & Fidell, 2007). To screen for multicollinearity, two methods were used in this study in line with Chatterjee and Yilmaz, (1992) and Peng and Lai (2012). Table 4.3 represents the Multicollinearity Test of the study.

Table 4.3

Multicollinearity Test based on Tolerance Values and VIF

Latent Constructs	Collinearity Statistics		Condition Index	
	Tolerance	VIF		
Leadership Style			1.000	
Org. Structure	Org. Structure	.904	1.106	10.897
	Job Engagement	.904	1.106	14.557
				1.000
	Job Engagement	.504	1.984	12.069
Job Engagement	Leadership Style	.504	1.984	18.475
				1.000
	Leadership Style	.950	1.053	11.797
	Org. Structure	.950	1.053	16.236

Latent Constructs	Collinearity Statistics		Condition Index
	Tolerance	VIF	
			1.000
LEADERSHIP_STYLE	.504	1.984	11.770
ORG._STRUCTURE	.904	1.106	16.239
JOB_ENGAGEMENT			22.087
	.480	2.084	

a. Dependent Variable: OP

As presented in Table 4.3 above, the correlations between the exogenous latent constructs were sufficiently below the suggested threshold values of .90 or more, which suggests that the latent constructs were not dependent and not extremely correlated. Secondly, variance inflated factor (VIF), tolerance value and condition index were examined using regression result from SPSS to detect multicollinearity problem. Hair, et al. (2017) recommended that multicollinearity is a concern if VIF value is greater than 5, the tolerance value is less than 0.20 and condition index is not greater than 30. Table 5.3 also shows the VIF values, tolerance values and condition index for the exogenous latent constructs and it is obvious that no variables are extremely interrelated with any other variables. Therefore, the researcher concludes that there is no dilemma of multicollinearity between the variables under study. Table 4.4 denotes the correlation matrix of all latent constructs as below.

Table 4.4
Correlations of the Constructs

Latent Constructs		Leadership style	Org._ structure	Job_ engagement
Leadership_style	Pearson Correlation	1		
	Sig. (1-tailed)			
	N	213		
Org._ structure	Pearson Correlation	.224**	1	
	Sig. (1-tailed)	.000		
	N	213	213	
Job_ engagement	Pearson Correlation	.704**	.309**	1
	Sig. (1-tailed)	.000	.000	
	N	213	213	213

** . Correlation is significant at the 0.01 level (1-tailed).

As mentioned in Table 4.4, the correlation is found significant among the constructs in this study at 0.01 level.

4.4 Profile of the Respondents

As discussed under methodology, the respondents for this research comprised employees from the government-owned mobile phone company located in Bangladesh. Section one of the questionnaire provides the respondents' demographic profile. The demographic profile of the respondents is discussed below.

4.4.1 Demographic Profile of the Respondents

The results of the demographic profile of the respondents are shown in Table 5.5 as obtained. Among the respondents, about 63 percent were male, and 37 percent were female. Almost 58 percent of the respondents were from the age group of 26 to 35 years. Respondents between the ages of 36 to 45 constituted 34 percent, about 6 percent of the respondents were between 46-55 years; while only 2 percent of the respondents were more than 55 years old. Based on marital status, most of the respondents were married (71 percent) and only 29 percent are single.

In the viewpoint of the education status, approximately 52 percent of respondents are graduate or Bachelor degree holder; while 48 percent was found Masters or above. Based on the respondents' length of service, the majority of them, that is almost 34 percent were working for the organization for three years or less. Almost 48 percent of the respondents were working in the organization for more than three years but less

than 6 years. The other 18 percent was represented by respondents who have been in the organization for more than six years. From the Table below, there is some evidence to show that around 97 percent of the respondents were directly recruited by the organization while 2.9 percent of them were transferred to this organization and only 0.9 percent worked on deputation.

Additionally, regarding the working department of the respondents, it was found that 30 percent work in the customer service department. 19.2 percent worked in marketing and sales, 16.9 percent worked in IT and billing, 13.1 percent worked in public/corporate relations, 10.8 percent worked in planning and system operation, 5.2 percent worked in admin and HR, and the rest 4.7 percent worked in finance and accounts department. Subsequently, most of the respondents (54.9 percent) were holding the position of Assistant/Deputy Manager. Of them, 23 percent were senior executive, 18.3 percent were manager, and 3.7 percent were deputy general manager. The demographic profile of the respondents is presented in Table 4.5.

Table 4.5

Demographic Profile of the Respondents

Demographics	Item	Frequency	Percentage
Gender			
	Male	135	63.4
	Female	78	36.6
Age Group			
	26 to 35	123	57.7
	36 to 45	72	33.8
	46 to 55	13	6.1
	55 >	5	2.3

Table 4.5 (Continued)

Marital Status			
	Single	62	29.1
	Married	151	70.9
Education Level			
	Bachelor/Degree	111	52.1
	Masters	102	47.9
Length of Service			
	<3 years	72	33.8
	3 to 6 years	102	47.9
	6 to 10 years	39	18.3
Type of Employment			
	Direct Recruitment	206	96.7
	On Deputation	2	0.9
	By Transfer	5	2.3
Department			
	Finance & Accts.	10	4.7
	Marketing & Sales	41	19.2
	Admin & HR	11	5.2
	Public/Corporate Relation	28	13.1
	IT & Billing	36	16.9
	Customer Relations	64	30
	Planning & System	23	10.8
	Operation		
Designation			
	Senior Executive	49	23.0
	Asst/Deputy Manager	117	54.9
	Manager	39	18.3
	Deputy General Manager	8	3.7

4.5 Descriptive Statistic of the Construct

The descriptive statistic is used to describe the phenomena of interest (Sekaran & Bougie, 2010). It deals with the numerical summary of the variables by defining mean, standard deviation and variance (Zikmund, 2010; Sekeran, 2006). Thus, the latent constructs are described by the computation of mean and standard deviation in this study. Mean is the common measure of central tendency, which is defined as the average value of the data set (Sekaran & Bougie, 2010). On the other hand, the standard deviation is the square root of variance and measure of dispersion, which provides an index of variability in the data set. For interval and ratio scale both mean and standard deviation are fundamental descriptive statistics. The researcher used a 5-point Likert scale, and Nik, Jantan and Taib's (2010) interpretation of the level of score in this study. The scores of less than 2.33 are of low level, and 2.33 to 3.67 are of a moderate level and 3.67 and above are considered as high level (Nik, Jantan & Taib's, 2010). Table 4.6 presents the overall mean for the latent constructs ranged between 2.51 and 2.78.

Table 4.6

Descriptive Statistic of the Latent Construct

Variables	No. of Items	Mean	SD
Leadership styles	24	2.784	0.472
Organizational structure	5	2.517	0.445
Job engagement	17	2.780	0.588
Organizational performance	10	2.631	0.301

In summary, the mean and standard deviation for leadership styles were 2.78 and .47 respectively. The organizational structure was 2.51 and .44, job engagement was 2.78 and .58, and organizational performance was 2.63 and .30 respectively. This shows that respondents tended to have a moderate level of score in all the variables under study.

4.6 Assessment of PLS-SEM Path Model Results

PLS (Partial least squares) was employed in this study to test the hypotheses, using Smart PLS 2.0 software. PLS is a regression-based structural equation modeling (SEM) technique that does not make assumptions about data distribution, employing a principal component-based estimation approach (Chin, 1998). Since this methodology does not impose restrictions on the hypothesis model PLS was chosen to carry out this research. Moreover, PLS aims at maximizing the prediction power in the causal relations of the model. It allows flexible departure hypotheses and sample size.

In brief, PLS has been employed for this study for two principal reasons: first, the study is oriented to the prediction of dependent variables and, second, the sample size is not big. Hence, PLS should be utilized when the number of observations is below 250 (Reinartz, Haenlein & Henseler, 2009). PLS-SEM path model firstly establishes the relationship between the constructs and the respective items. Secondly, it establishes a relationship between latent constructs and endogenous constructs. The major focus of PLS-SEM is to determine the difference between the value of variables of the constructs. By the measure of model's predictive capacity PLS-SEM judge the quality of model (Hair et al., 2014). This study used PLS-SEM software application in the analysis of data collected from the field (Khan et al., 2019; Hair et al., 2017). There are

two important multivariate techniques which PLS-SEM depends on, and they include measurement model and structural model (Hair et al., 2017). It also serves as a tool used during the course of analysis of the main as well as moderating analysis for this study. Moreover, the current study employed two-step method to assess and report the outcomes of PLS-SEM, based on the current development of PLS path modeling in model validation, as recommended by Henseler, et al., (2009). The process comprises the assessment of a measurement and a structural model, (Hair, et al., 2017; Henseler et al., 2009). However, prior to conducting the PLS-SEM analysis, the researcher had to configure the model in a clearly understandable way. This was done by identifying which items, if any, were formative, and which were reflective, because different approaches are used in testing the two models (Hair et al., 2017). All the indicators of latent variables involved in this study are reflective in nature. Figure 4.4 shows the full research model.

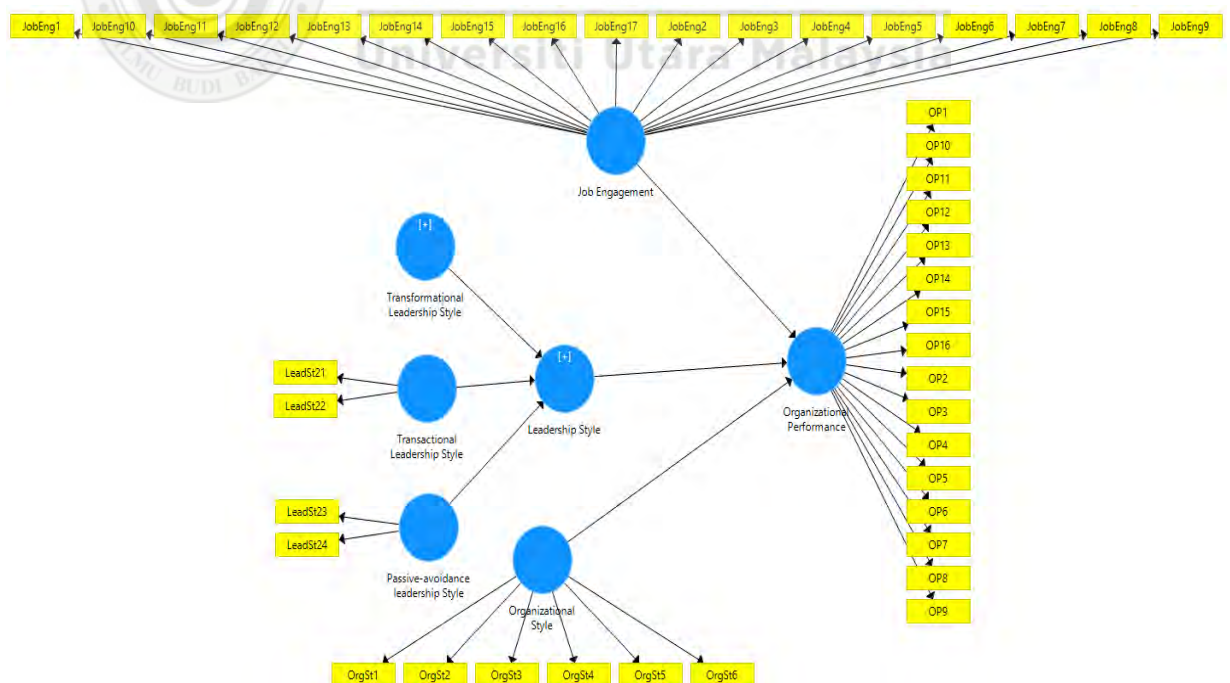


Figure 4.4

Full Research Framework (Inner and outer models)

The study proposes a model which comprises independent, mediator and dependent variables. The model suggests that leadership style (transformational leadership style, transactional leadership style, passive-avoidant leadership style) and organizational structure as predictors of organizational performance which is the outcome. Also, job engagement serves as the mediator of the study. The measurement model was used to examine the validity, reliability and testing goodness of indicators.

4.6.1 Assessment of Measurement Model

The initial step in PLS analysis is to examine the outer model or measurement model that involves determining the reliability, internal consistency reliability, content validity, convergent validity and discriminant validity of individual item through the administering of PLS algorithm (Hair et al., 2017; Hair et al., 2010; Henseler et al., 2009). The measurement model is concerned with an estimate of the goodness of measures that describe the relationship between latent constructs and their respective items (Hair et al., 2017; Tabachnick & Fidell, 2007).

Thus, the quality of measurement model in this study was evaluated using indicator reliability; internal consistency reliability; convergent validity and discriminant validity (Hair, et al., 2017; Henseler, et al., 2009). For multi-item constructs, two major criteria for assessing the model's reliability and validity were tested to evaluate the model goodness in the measurement model.

The goodness of measures was assessed using the Smart PLS software (Dijkstra, 2010; Khan et al., 2019) where assessment of outer model confirms the individual item reliability, internal consistency, content and convergent validity a discriminate validity

(Hair et al., 2017, Ramayah, et al., 2018). In other words, the assessment of the outer model confirms whether the survey items measure the constructs they were intended to measure, hence ensuring the validity and reliability of the measure.

In addition, as recommended by Ramayah, et al. (2018), the goodness of the outer model can be measured using; indicator reliability, internal consistency reliability, convergent validity, and discriminant validity. Figure 4.5 represents PLS-SEM Algorithm for the measurement model.

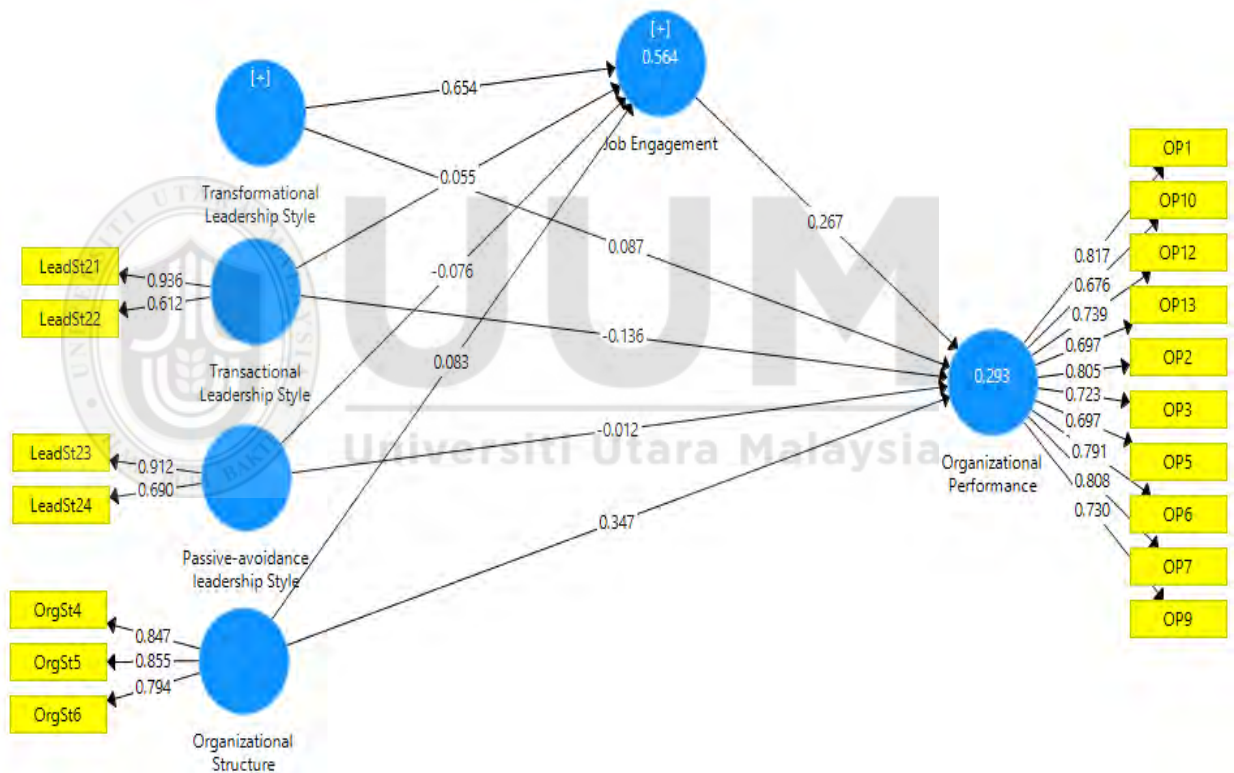


Figure 4.5

PLS-SEM Algorithm for the measurement model

4.6.1.1 Indicator Reliability

Indicator reliability or individual item reliability is measured by examining the outer loadings of every item of the variables (Hair et al., 2017, Hair et al., 2016). The result of PLS algorithm analysis was observed based on the recommended rule of thumb for retaining indicators with loadings between 0.40-0.70 if the summation of loadings result contributes to scores to average variance extracted is greater than 0.5 (Hair et al., 2016). However, all indicators with outer loadings below 0.40 have been removed from the scale (Hair, et al., 2017). Therefore, observations were made on several PLS-SEM Algorithms analysis ran to detect and delete any item that did not meet the specified threshold. Based on these observations, seventeen items were deleted out of total items mostly not because of the threshold of outer loading value greater than 0.4 but for the reason that their deletion increases the value of composite reliability and AVE which are of paramount importance to the study. Thus, in the entire model, 17 items were deleted and only 46 items were retained with their loadings between 0.436 and 0.65 are acceptable for further analysis.

4.6.1.2 Internal Consistency Reliability

Internal consistency reliability refers to the extent to which all indicators on a particular (sub) scale are evaluating the same concept (Bijttebier et al., 2000). The most frequently used estimators of the internal consistency reliability of an instrument in organizational research are Cronbach's alpha coefficient and composite reliability coefficient (Peterson & Kim, 2013). Even though there is a lot of debate concerning the best technique to calculate reliability, the Cronbach's alpha coefficient is the

universal method used although it may underestimate reliability (Sekaran & Bougie, 2010; Hair et al., 2017).

It was recommended that composite reliability is more appropriate for PLS-SEM than Cronbach's Alpha (Hair et al., 2014), therefore, the present study used it for measuring internal consistency reliability. In this case, the composite reliability coefficient measure of internal consistency and reliability are assessed and reported in following Table. In the present study, composite reliability coefficient value ranges between 0.733 to 0.954; which is higher than the value of the minimum level of 0.7, which indicated high levels of internal consistency reliability (Hair et al. 2017). Thus, it can be established that the instruments are reliable. The following table 4.7 denotes the indicator loadings of the study.

Table 4.7

Indicator Loadings and Internal Consistency Reliability

Variables	Items	Outer Loadings	Composite Reliability	AVE	Item(s) deleted
Organizational Performance	OP1	0.817	0.928	0.563	OP4, OP8, OP11, OP14, OP15, OP16
	OP10	0.676			
	OP12	0.739			
	OP13	0.697			
	OP2	0.805			
	OP3	0.723			
	OP5	0.697			
	OP6	0.791			
	OP7	0.808			
	OP9	0.730			

Table 4.7 (Continued)

Job Engagement	JobEng1	0.621	0.935	0.526	JobEng2, JobEng13, JobEng14, JobEng15,
	JobEng10	0.772			
	JobEng11	0.808			
	JobEng12	0.774			
	JobEng16	0.625			
	JobEng17	0.566			
	JobEng3	0.794			
	JobEng4	0.737			
	JobEng5	0.760			
	JobEng6	0.758			
	JobEng7	0.747			
	JobEng8	0.669			
	JobEng9	0.751			
Transformational Leadership Style	LeadSt1	0.705	0.953	0.561	LeadSt17, LeadSt18, LeadSt19, LeadSt20
	LeadSt10	0.755			
	LeadSt11	0.786			
	LeadSt12	0.736			
	LeadSt13	0.815			
	LeadSt14	0.819			
	LeadSt15	0.663			
	LeadSt16	0.674			
	LeadSt2	0.719			
	LeadSt3	0.824			
	LeadSt4	0.759			
	LeadSt5	0.797			

Table 4.7 (Continued)

	LeadSt6	0.812			
	LeadSt7	0.731			
	LeadSt8	0.626			
	LeadSt9	0.728			
Passive-Avoidant Leadership Style	LeadSt23	0.912	0.788	0.654	
	LeadSt24	0.690			
Transactional Leadership Style	LeadSt21	0.936	0.762	0.626	
	LeadSt22	0.612			
Organizational Structure	OrgSt4	0.847	0.871	0.693	OrgSt1, OrgSt2, OrgSt3.
	OrgSt5	0.855			
	OrgSt6	0.794			

Note: Loadings > 0.7, AVE>0.5, CR>0.7

4.6.1.3 Content Validity and Convergent Validity

Validity test is defined as how well the developed instrument measures the concepts it is supposed to measure, that is whether it measures the right concept or not (Sekaran & Bougie, 2013). Three types of validity test such as content validity, convergent validity, and discriminant validity were followed to achieve the validity test (Gandek et al., 2019) for this study. Content validity serves the assessment of whether the constructs used to represent the concepts reflect accurately the content and definition of the needed variables (Bryman & Bell, 2015).

Moreover, content validity considers the level to which the measurement items symbolize the area of variables under investigation. Two specialists from the

University of Dhaka, the eminent public university in Bangladesh and Uttara University, a well reputed private university in the country including Head of Leadership department and Business Faculty evaluated the instruments for this study and found it to be representative of the variables under investigation. Generally, the picking of the measurement items relies on commonly accepted recommendations and procedures designed to attain content validity (Straub, 1989; Cronbach, 1951). Therefore, the measurement scales representing the key constructs of this study have fulfilled the criteria of content validity.

In this study, the convergent validity was measured by evaluating the indicator's outer loadings and AVE values as suggested by Fornell and Larcker (1981). In order to realize adequate convergent validity, the AVE for each underlying construct must be .50 or more (Chin, 1998). In this regard, the indicator's outer loadings and the AVE values were evaluated in line with the threshold values of 0.4 and above for indicator's outer loadings, and 0.5 for AVE values.

The results from the PLS analysis after deleting items as presented in Table 5.7 reveal that indicator's outer loadings satisfied the threshold values of 0.4 and above. Furthermore, the results also reveal that the AVE values range between 0.506 and 0.691 for all the constructs, these exceed the threshold values of 0.5 (Hair, et al., 2016). Therefore, it is logical to conclude that the results show the evidence for the establishment of convergent validity and all constructs explained more than of the variance of their respective indicators.

4.6.1.4 Discriminant Validity

Discriminant validity also measures construct validity of reflective construct which is concerned with the extent to which a particular construct is distinct from other constructs of the same model, based on empirical standards (Hair et al., 2014; Duarte & Raposo, 2010). This study measured discriminant validity using Fornell and Larcker (1981) recommendation in which evaluation is done with correlation among the constructs with the square roots of AVE. Similarly, discriminant validity using Chin's (1998) yardstick is done by linking the indicator loadings with other indicators in the cross-loadings. Table 4.8 shows the latent construct correlation and variance.

Table 4.8

Latent Variable Correlation and Variance Extracted Fornell-Larcker Criterion

Variables	JE	OP	OS	PAL	TSLS	TFLS	AVE
Job Engagement	0.723						0.526
Organizational Performance	0.423	0.749					0.563
Organizational Structure	0.352	0.460	0.831				0.693
Passive-Avoidant Leadership Style	-0.399	-0.236	-0.319	0.808			0.654
Transactional Leadership Style	0.153	0.150	0.180	-0.146	0.742		0.626
Transformational Leadership Style	0.710	0.419	0.402	-0.463	0.210	0.735	0.561

Note: Values in the diagonal (**bolded**) represent the square root of the AVE while the off-diagonals are correlations Job Engagement, Organizational Structure, Organizational Performance, Passive-avoidant leadership Style, Transactional leadership Style, Transformational leadership Style.

From Table 4.8 the values of AVE range between 0.506 and 0.691 which propose that the values are acceptable. The above value indicates the square root of AVE were all above the correlations among the reflective latent constructs which suggest acceptable discriminant validity. The investigation of cross-loading is another method for the assessment of the discriminant validity of the variables. Here, indicators loadings are compared with the cross-loadings for the ascertainment of discriminant validity (Hair et al., 2017; Chin, 1998). Table 4.9 depicts the cross-loadings of the analysis.

Table 4.9

Cross Loadings of the Constructs

Constructs	JE	TFLS	TSLS	PALS	OP	OS
JobEng1	0.621	0.474	0.298	-0.298	0.325	0.373
JobEng10	0.772	0.591	0.305	-0.322	0.337	0.289
JobEng11	0.808	0.564	0.272	-0.287	0.390	0.225
JobEng12	0.774	0.585	0.280	-0.353	0.402	0.241
JobEng16	0.625	0.472	0.181	-0.203	0.189	0.171
JobEng17	0.566	0.405	0.127	-0.184	0.309	0.239
JobEng3	0.794	0.608	0.356	-0.422	0.246	0.266
JobEng4	0.737	0.533	0.254	-0.327	0.222	0.236
JobEng5	0.760	0.606	0.280	-0.357	0.261	0.299
JobEng6	0.758	0.521	0.271	-0.195	0.232	0.232
JobEng7	0.747	0.578	0.334	-0.247	0.258	0.231
JobEng8	0.669	0.446	0.188	-0.215	0.262	0.229
JobEng9	0.751	0.547	0.244	-0.303	0.373	0.254

Table 4.9 (Continued)

LeadSt1	0.566	0.705	0.342	-0.410	0.257	0.268
LeadSt10	0.531	0.755	0.263	-0.355	0.425	0.369
LeadSt11	0.623	0.786	0.315	-0.347	0.309	0.359
LeadSt12	0.510	0.736	0.269	-0.227	0.114	0.215
LeadSt13	0.592	0.815	0.305	-0.350	0.261	0.195
LeadSt14	0.624	0.819	0.341	-0.314	0.277	0.288
LeadSt15	0.440	0.663	0.239	-0.154	0.042	0.048
LeadSt16	0.437	0.674	0.251	-0.236	0.006	0.109
LeadSt2	0.587	0.719	0.387	-0.426	0.383	0.324
LeadSt21	0.377	0.452	0.936	-0.216	0.000	0.103
LeadSt22	0.145	0.150	0.612	-0.142	0.149	0.176
LeadSt23	-0.395	-0.400	-0.196	0.912	-0.233	-0.245
LeadSt24	-0.225	-0.301	-0.186	0.690	-0.130	-0.293
LeadSt3	0.640	0.824	0.405	-0.431	0.239	0.278
LeadSt4	0.583	0.759	0.380	-0.310	0.308	0.291
LeadSt5	0.592	0.797	0.388	-0.415	0.370	0.421
LeadSt6	0.626	0.812	0.348	-0.418	0.386	0.347
LeadSt7	0.510	0.731	0.272	-0.198	0.175	0.147
LeadSt8	0.389	0.626	0.276	-0.112	-0.037	-0.008
LeadSt9	0.496	0.728	0.293	-0.317	0.387	0.346
OP1	0.339	0.264	0.117	-0.223	0.817	0.429
OP10	0.257	0.317	0.016	-0.134	0.676	0.281
OP12	0.314	0.235	-0.044	-0.167	0.739	0.303
OP13	0.277	0.341	0.042	-0.123	0.697	0.291

Table 4.9 (Continued)

OP2	0.344	0.263	0.096	-0.207	0.805	0.413
OP3	0.312	0.232	-0.067	-0.184	0.723	0.291
OP5	0.274	0.335	0.057	-0.134	0.697	0.283
OP6	0.334	0.264	0.107	-0.208	0.791	0.389
OP7	0.314	0.245	0.097	-0.218	0.808	0.418
OP9	0.283	0.201	-0.054	-0.139	0.730	0.267
OrgSt4	0.306	0.332	0.149	-0.170	0.343	0.847
OrgSt5	0.297	0.324	0.153	-0.266	0.363	0.855
OrgSt6	0.271	0.242	0.076	-0.343	0.424	0.794

Note: Values in **bolded** represent cross-loadings. Similarly, discriminant validity was also assessed by comparing the items loadings with cross-loadings, in Table 5.8 above it can be seen that all items loadings were higher than the cross-loadings which signifies acceptable discriminant validity.

4.6.2 Assessment of Structural Model and Mediator

This study also applied to bootstrap method with 5000 bootstrap samples to measure the significance of the path coefficients for the direct hypotheses (Hair et al., 2017; Hair et al., 2012; Hair et al., 2011; Henseler et al., 2009). Figure 5.6 and Table 5.11 shows the estimation for the direct relationship and table 5.12 depicts the indirect relationship that comprises mediating variables. The output of table 5.11 and table 5.12 indicates the path coefficients, t-values and standard error that are used as the bases for testing the study hypothesis. Usually 'T' represents the significant coefficient in PLS bootstrap calculation. Researchers argued, if 'T' value is equal or greater than 1.96 at 5% significance level, 1.65 at 10% significance level, or 2.57 at 0.01 significance level using two-tail test then the mediation is established (Hair et al., 2010). The calculation

of T-value is done at 10% significance level in this study. Thus, figure 4.6 depicts the coefficient of nine direct hypotheses and four indirect hypotheses along-with their respective t-value.

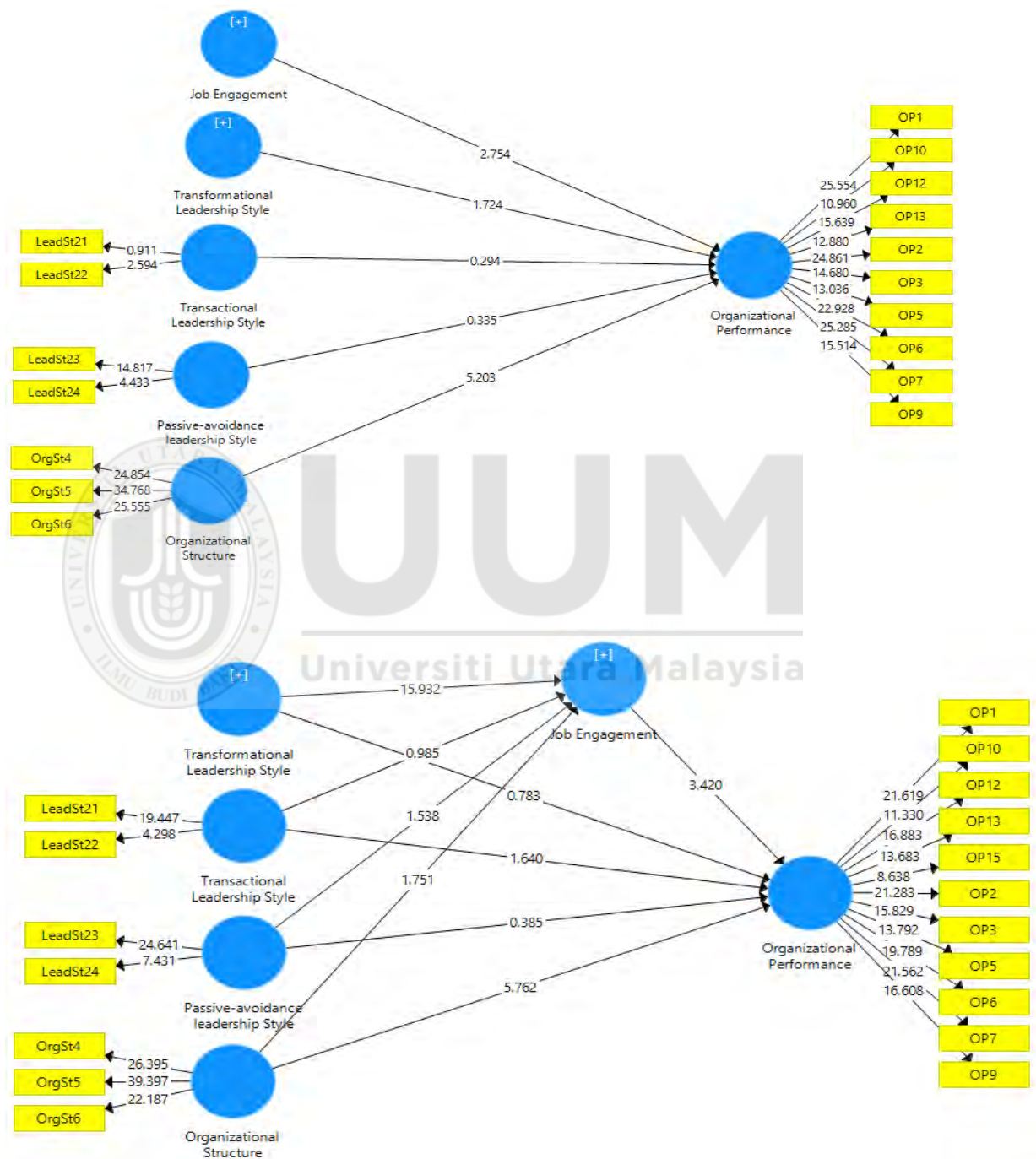


Figure 4.6
Structural Construct with Mediator (Full Model)

4.6.3 Assessment of the Structural Model Direct and Mediating Relationship

The next stage after establishing the measurement model was to assess the structural model. The basic objective of the structural model is to investigate the hypothesized relationships among the variables. The structural model assessment was conducted after the basic recommended criteria in the measurement model are conducted and satisfied with the required result. This study assesses the structural model which involved evaluating the model's predictive capabilities and abilities to measure relationships between the constructs. Consequently, structural model assessment in this study involved the coefficients of determination, determination of the latent variables' path coefficients, individual independent variables effect size and the model's predictive relevance (Hair et al., 2017; Hair et al., 2014). Thus, the structural model assessment started with an investigation of the direct relationship in the study. Table 4.10 represents the direct relationship between the variables.

Table 4.10

Structural Model Assessment (Direct Effects)

H0	Direct Path	Beta (β)	Std. Error	T Value	P Value	Remarks
H ₁	Transformational Leadership Style -> Organizational Performance	0.130	0.075	1.724	0.042	Accepted
H ₂	Transactional Leadership Style -> Organizational Performance	0.033	0.113	0.294	0.385	Rejected
H ₃	Passive-Avoidant Leadership Style -> Org. Performance	0.020	0.059	0.335	0.369	Rejected

Table 4.10 (Continued)

H ₄	Transformational Leadership Style -> Job Engagement	0.669	0.042	15.932	0.000	Accepted
H ₅	Transactional Leadership Style -> Job Engagement	0.050	0.051	0.985	0.133	Rejected
H ₆	Passive-Avoidant Leadership Style -> Job Engagement	0.070	0.046	1.538	0.038	Rejected
H ₇	Organizational Structure -> Organizational Performance	0.333	0.064	5.203	0.000	Accepted
H ₈	Organizational Structure -> Job Engagement	0.089	0.050	1.751	0.051	Accepted
H ₉	Job Engagement -> Organizational Performance	0.263	0.077	3.420	0.003	Accepted

Note: ***Significant at 0.01 (1-tailed), **significant at 0.05 (1-tailed), *significant at 0.1 (1-tailed)

From the results shown in figure 5.6 above and Table 5.10, a positive relationship was discovered between transformational leadership style and organizational performance (Beta β =0.130, t =1.724, p <0.042). Hence the hypothesis 1 (H₁) is supported.

Hypothesis 2 (H₂) predicts that transactional leadership style is related to organizational performance. But the result indicates that transactional leadership style has no significant influence on organizational performance (Beta β =0.033, t =0.294, p <0.385). Hence the hypothesis 2 (H₂) is rejected.

Hypothesis 3 (H₃) predicts that passive-avoidant leadership style is related to organizational performance. But the result indicates that passive-avoidant leadership

style has no significant influence on organizational performance (Beta $\beta=0.020$, $t=0.335$, $p<0.369$). Hence the hypothesis 3 (H_3) is rejected.

Hypothesis 4 (H_4) predicts that transformational leadership style is related to job engagement. Specifically, the result indicates that transformational leadership style has a significant positive relationship with job engagement (Beta $\beta=0.647$, $t=15.932$, $p<0.000$). Hence the hypothesis 4 (H_4) is accepted.

Hypothesis 5 (H_5) predicts that transactional leadership has a significant relationship with job engagement. But the result indicates that transactional leadership has no significant influence on job engagement (Beta $\beta=0.057$, $t=0.985$, $p<0.133$). Hence the hypothesis 5 (H_5) is not accepted.

Hypothesis 6 (H_6) predicts that passive-avoidant leadership style is not related to job engagement. Specifically, the result indicates that passive-avoidant leadership style has no significant relationship with job engagement (Beta $\beta=-0.082$, $t=1.538$, $p<0.038$). Hence the hypothesis 6 (H_6) is not accepted.

Hypothesis 7 (H_7) predicts a significant relationship between organizational structure and organizational performance. However, the result indicates that organizational structure has a significant influence on organizational performance (Beta $\beta=0.333$, $t=5.203$, $p<0.000$). Hence the hypothesis 7 (H_7) is accepted.

Hypothesis 8 (H_8) predicts that organizational structure is related to job engagement. Specifically, the result indicates that organizational structure has a significant positive relationship with job engagement (Beta $\beta=0.089$, $t=1.751$, $p<0.051$). Hence the hypothesis 8 (H_8) is accepted.

Hypothesis 9 (H₉) predicts that job engagement is related to organizational performance. Specifically, the result indicates that job engagement has a significant influence on organizational performance (Beta β =0.212, t =3.420, p <0.003). Hence the hypothesis 9 (H₉) is accepted.

The above Table 5.10 denotes that among the hypotheses five were accepted and four were rejected (H₂, H₃, H₅ and H₆). Additionally, Table 4.11 depicts the structural model assessment with indirect path relationship (mediating effect) with the model.

Table 4.11

Structural Model Assessment with Mediator (Indirect Effects)

H0	Indirect Path	Beta (β)	Std. Error	T Value	P Value	Remarks
H ₁₀	Transformational Leadership Style -> Organizational Performance	0.175	0.137	0.783	0.001	Rejected
H ₁₁	Transactional Leadership Style -> Organizational Performance	0.015	0.024	1.640	0.160	Rejected
H ₁₂	Passive-Avoidant Leadership Style -> Organizational Performance	0.020	0.007	0.385	0.090	Rejected
H ₁₃	Organizational Structure -> Organizational Performance	0.022	0.126	5.762	0.075	Accepted

Note: ***Significant at 0.01 (1-tailed), **significant at 0.05 (1-tailed), *significant at 0.1 (1-tailed)

Table 4.12 depicts the coefficient of four indirect hypotheses and their respective t-value and p-value to understand the hypothesized relationships are significant or not

statistically. Hence, hypothesis 10 (H_{10}) predicts that transformational leadership style is not related to organizational performance with the mediation of job engagement. Specifically, the result indicates an indirect effect that is not significant ($\beta=0.175$, $t=0.783$, $p<0.001$), therefore, does not support the hypothesis 10 (H_{10}).

Similarly, hypothesis 11 (H_{11}) also predicts that transactional leadership style is not related to organizational performance with the mediation of job engagement. Specifically, the result indicates an indirect effect that is not significant ($\beta=0.175$, $t=1.640$, $p<0.001$), therefore, does not support hypothesis 11 (H_{11}).

Hypothesis 12 (H_{12}) predicts that passive-avoidant leadership style is not related to organizational performance with the mediation of job engagement. Specifically, the result indicates an indirect effect that is not significant ($\beta=0.175$, $t=0.385$, $p<0.001$), therefore, does not support the hypothesis 12(H_{12}).

Hypothesis 13 (H_{13}) predicts that organizational structure is related to organizational performance with the mediation of job engagement. Specifically, the result indicates an indirect effect that is significant ($\beta=0.175$, $t=5.762$, $p<0.001$). Thus, hypothesis 13 (H_{13}) is accepted.

4.6.4 Assessment of Coefficient of Determination (R^2)

Similarly, the coefficient of determination (R^2 value) is an important principle for the assessment of the structural model (Hair et al., 2017; Hair et al., 2012; Henseler et al., 2009). The value of R^2 signifies the collective effects of the exogenous latent variables on the latent endogenous variable (Hair et al., 2016). In this study, the endogenous

variable R^2 value is 0.293 and 0.564 for organizational performance and job engagement respectively (refer to table 5.12 and Appendix-E1). Even though the satisfactory R^2 level value differs with research framework (Hair et al., 2010). Hair et al., (2017) and Falk and Miller (1992) further recommended 0.10 R^2 value as the minimum tolerable level. Furthermore, Chin (1998) suggests in PLS-SEM the coefficient values of .67, .33, and .19 as significant, moderate and weak respectively. In the same way, R^2 values of 0.02 to 0.12, 0.13 to 0.25 are regarded as small and moderate while values above 0.26 are considered as substantial (Cohen 1988). Table 4.12 represents the R^2 value of endogenous latent constructs of the study.

Table 4.12

Coefficient of Determination (R^2)

Endogenous Latent Variable	R^2 Value	Variance Explained (R^2)	Degree of Effect
Organizational Performance	0.293	29.3 percent	Substantial
Job Engagement	0.564	56.4 percent	Substantial

Table 4.12 clearly displays that the model explains the organizational performance construct having R^2 value 0.293 (29.3 percent) and job engagement having R^2 value 0.564 (56.4 percent). Thus, as recommended by Chin (1998), R^2 value explained by exogenous construct is acceptable. Furthermore, according to the threshold of Cohen (1988), the R^2 value of this study is substantial.

4.6.5 Assessment of Effect Size (f^2)

The study considered the assessment of effect size to appraise whether the omitted exogenous variable has a significant impact on the endogenous variable in the model.

In the present study, the effect size of the exogenous variables on the endogenous variables in the model was the Cohen's effect size formula. Accordingly, Cohen (1988) proposed effect size value of 0.02 as small, 0.15 as a medium, and 0.35 as large effect size. However, Chin et al., (2003) further emphasized that the smallest effect size of an exogenous variable should be considered as per it can impact the endogenous variables.

The respective effect size (f^2) of the exogenous latent constructs of the structural model of this study is shown in table 4.13.

Table 4.13

Effect size (f^2) of exogenous variables on endogenous variables

Latent constructs	Job Engagement	Org. Performance	Degree of Effect
Job Engagement		0.044	Small
Organizational Structure		0.141	Small
Transformational Leadership Style		0.004	None
Transactional Leadership Style		0.021	Small
Passive-Avoidant leadership Style		0.000	None
Organizational Structure	0.013		None
Transformational Leadership Style	0.641		Large
Transactional Leadership Style	0.006		None
Passive-Avoidant leadership Style	0.01		None

The result in Table 4.13 demonstrates the effect of the particular exogenous variable on the respective endogenous variable in the model. Precisely, the table reveals the effect of the exogenous variables (job engagement, organizational structure, transformational leadership style, transactional leadership style, passive-avoidant leadership style, organizational structure) in relation to organizational performance were small, none, small, none, large and none respectively in the model.

4.6.6 Assessment of Predictive Relevance (Q^2)

Assessment of the model's predictive relevance is another important aspect for the evaluation of structural model (Hair, et al., 2016). Hair et al., 2014 and Chin, (1998) explained the Q^2 as a measure of how well a model predicts the data of omitted cases. The most frequently used measure for assessment of model's predictive relevance is the Stone and Geisser's Q^2 test.

This study adopted the Stone-Geisser's Q^2 test via blindfolding procedure to measure the predictive relevance of the model (Hair et al., 2014). Henseler, et al. (2009) further argued on research model have predictive relevance once Q^2 statistic is higher than zero. Additionally, a higher Q^2 value of a research model indicates a higher predictive relevance (Henseler, et al., 2009). Table 4.14 shows the cross-validated redundancy of the endogenous latent variable (organizational performance).

Table 4.14

Predictive Relevance (Q^2)

Latent Constructs	SSO	SSE	Q^2 (=1-SSE/SSO)
Job Engagement	3133	2279.318	0.272
Organizational Performance	2410	2048.002	0.150
Organizational Structure	723	723	
Transformational Leadership Style	3856	3856	
Transactional Leadership Style	482	482	
Passive-avoidant leadership Style	482	482	

The results in Table 5.14 above indicate that the Q^2 values for all the endogenous latent variables are greater than zero as Q^2 value for job engagement is 0.272 and Q^2 value for organizational performance is 0.150. Thus, it signifies the existence of the predictive power of the model (Hair. et al., 2017; Henseler et al., 2009).

4.7 Assessment of the Mediating Effect

With a view to elaborating on the mediating effect, this study used PLS-SEM model through the means of bootstrapping analysis with formulated hypotheses (Hair et al., 2017; Zhao et al., 2019). This study confirmed the mediating role of job engagement on the positive influence of LS, and OS on organizational performance with Smart PLS 3.0 (Sarstedt et al., 2019) using the bootstrapping procedure with 5,000.

This segment shows results before presenting the actual mediation effect of the study of the PLS structural direct and indirect effects. Albers (2010) viewed indirect effects as the summation of both direct and indirect effects between two particular constructs. Hayes and Preacher (2010) mentioned that indirect effect is concerned with the effect of X on Y through an intervening variable M. Additionally, in PLS model, before confirmation of actual mediation, presenting the total effects is essential because it provides a complete image of the role of mediating construct as well as insights to practitioners about cause-effect relationships (Hair et al., 2017).

Additionally, Hayes and Preacher (2010) suggested that mediation analysis in the multivariate analysis could be conducted through many methods including:

1. Simple techniques that consist of the causal steps approach (Baron & Kenny, 1986) or the Sobel test (Sobel, 1982); and
2. Newer approaches that demand just fewer unrealistic statistical assumptions; including the distribution of the product method (MacKinnon et al., 2004), and re-sampling approaches such as bootstrapping (Preacher & Hayes, 2008).

On the other hand, the latest mediation analysis approach is the bootstrapping method, where the bootstrapping generates an empirical representation of the distribution of the sample of the indirect effect (Hayes, 2013). The mediation test used for this study was based on the PLS approach; hence, the hypotheses were tested using the PLS-SEM technique (Wold, 1985).

The mediation test conducted to determine if a mediator construct could significantly carry the ability of a predictor to have an effect on a criterion variable (Ramayah et al., 2018). Equally, mediation test can identify the indirect influence of the IV on the DV

through a mediator variable. Job engagement is considered as the mediating variable on the relationship between leadership style, organizational structure and organizational performance of government-owned mobile phone company in Bangladesh under this study.

In this study, bootstrapping procedure is used to assess the direct and indirect effects. The bootstrapping outputs reveals that all the direct relationships (between exogenous and endogenous) are found statistically significant, thus, met the first condition. The bootstrapping procedure is applied for getting total effects and indirect effects which is used for measuring actual mediating effect in this study (Hair et al., 2014). Total effects are the sum of direct effects and indirect effects. According to Hair et al. (2017, 2014), the score generated from the ratio of indirect effect and total effect (indirect effect divided by total effect) is termed as variance accounted for (VAF).

Henceforth, the value of VAF is considered for determining the extent of mediating effect. The VAF value 0.80 signifies full mediation, whereas VAF value in between 0.20 and 0.80 ($0.20 \leq \text{VAF} \leq 0.80$) represent partial mediation (Hair et al., 2017; Hair et al., 2014). Briefly, Variance Accounted For (VAF) value signifies the ratio of the indirect influence to the total influence. Hence, the formula for measuring VAF is shown below:

$$\text{VAF} = \text{IE} / \text{TE} \text{ (here, IE = Indirect Effects, TE = Total Effects)}$$

Thus, the mediation result of this study is presented in table 4.15.

Table 4.15

Mediation Results

H ₀	Model Path Relationship	Direct Effect (DE)	Indirect Effects (IE)	Total Effects (TE)	VAF (IE / TE)	Decision
H ₁₀	TFLS -> JE ->OP	0.1724	0.783	2.507	0.31**	Partial Mediation
H ₁₁	TSLS -> JE ->OP	0.294	1.640	1.934	0.84***	Full Mediation
H ₁₂	PALS -> JE -> OP	0.335	0.385	0.720	0.53**	Partial Mediation
H ₁₃	OS -> JE ->OP	5.203	5.762	10.965	0.52**	Partial Mediation

Note: VAF<0.20*; 0.20≤VAF≤0.80**; VAF>0.80***

Table 5.15 shows that the path transformational leadership style, passive-avoidant leadership style, organizational structure and organizational performance through job engagement (H₁₀, H₁₂, H₁₃) is partially mediated. Only the path transactional leadership and organizational performance through job engagement (H₁₁) are fully mediated in this study.

4.8 Assessment of Goodness-of-Fit Index (GoF)

GoF means to validate a PLS path model globally (Henseler & Sarstedt, 2013). Researchers argued that no such global measure of GoF is obtainable for PLS-SEM (Hair, et al., 2018; Hair. et al., 2014; Henseler & Sarstedt, 2013; Sarstedt et al., 2014). In addition, Henseler and Sarstedt (2013) challenged the relevance of GoF in PLS-SEM

as their simulation result point out that it is not used for model validation but can be advantageous to evaluate how well the model can clarify different data groups. Table 4.16 shows the model fit of the analysis.

Table 4.16

Model Fit

	Saturated Model	Estimated Model
SRMR	0.099	0.099
d_ULS	10.639	10.639
d_G1	8.042	8.042
d_G2	7.711	7.711
Chi-Square	6431.419	6431.419
NFI	0.460	0.460

On the basis of the of the above arguments the study does not consider the GoF index for model validation, but other more relevant indices for PLS-SEM model validation (Hair et al., 2017).

4.9 Hypotheses Result Summary

In this section, the summary of the study result is entirely presented which include mediating effect in a tabular form and presented below in table 5.17. Moreover, hypotheses of indirect relationship (mediation) were tested. The results of the

hypotheses reveal that job engagement mediates the relationship between leadership style, organizational structure, and organizational performance.

Table 4.17

Summary of Hypotheses Result

H0	Hypothesized Statement	Results
H ₁	There is a positive significant relationship between transformational leadership style and organizational performance	Supported
H ₂	There is a positive significant relationship between transactional leadership style and organizational performance	Not Supported
H ₃	There is a positive significant relationship between passive-avoidant leadership style and organizational performance	Not Supported
H ₄	There is a positive significant relationship between transformational leadership style and job engagement	Supported
H ₅	There is a positive significant relationship between transactional leadership style and job engagement	Not Supported
H ₆	There is a positive significant relationship between passive-avoidant leadership style and job engagement	Not Supported
H ₇	There is a positive significant relationship between organizational structure and organizational performance	Supported

Table 4.17 (Continued)

H ₈	There is a positive significant relationship between organizational structure and job Engagement	Supported
H ₉	There is a positive significant relationship between job engagement and organizational performance	Supported
H ₁₀	Job engagement mediates the relationship between transformational leadership style and organizational performance	Partial Mediation
H ₁₁	Job engagement mediates the relationship between transactional leadership style and organizational performance	Full Mediation
H ₁₂	Job engagement mediates the relationship between passive-avoidant leadership style and organizational performance	Partial Mediation
H ₁₃	Job engagement mediates the relationship between organizational structure and organizational performance	Partial Mediation

4.10 Chapter Summary

This chapter focuses on the statistical analysis of the quantitative data obtained from the respondents. The chapter presented the data collection process, a data cleaning process, the profile of the respondents, non-response bias, multicollinearity, and descriptive analysis of the constructs. Furthermore, the chapter presented the results of the measurement model's assessment in relation to the reliability and validity of the

model. Also, the structural composition using PLS has been validated. The findings revealed a significant relationship through the assessment of path coefficients of the relationship. Furthermore, the chapter presented the results of the inner model appraisal in terms of mediating effects among the constructs in the model. Finally, the chapter presented a coefficient of determination (R^2), effects size (f^2), predictive relevance (Q^2) and Goodness of Fit (GoF) index of the model. In addition, hypotheses of indirect relationship (mediation) were tested. The result of the three hypotheses reveals that job engagement mediates the relationship between leadership styles, organizational structure, and organizational performance. The next chapter will discuss further the findings, implications, limitations, suggestions for future research directions and conclusions.



CHAPTER FIVE

DISCUSSION AND CONCLUSION

5.1 Introduction

As reported in chapter five, this chapter provides the discussions and implications of the findings from the research. There are six sections in this chapter. The first section is followed by the summary of the findings. Study recapitulation has been discussed in section two. Section three focuses on the discussion on the research findings and the mediating effect of job engagement on the relationship between leadership styles, organizational structure, and organizational performance. The implications of the study are highlighted in section four. In the following parts of the section, discussion on the and limitations of the research are provided. In the final part of the chapter, the recommendations for future research and conclusion are included.

5.2 Recapitulation of the Study

The prime objective of this study is to explore the mediating effect of job engagement on the relationship between leadership styles, organizational structure, and organizational performance. Secondly, this study intends to explore the different leadership styles and structure of the organization in the government-owned mobile phone company in Bangladesh. The study analysis has been conducted with PLS-SEM path model technique. The analysis has been conducted to satisfy the research questions that generated 13 hypotheses of which 9 are directly linked and the rest 4 hypotheses are linked indirectly with the endogenous and exogenous variables.

Subsequently, the assessment of the measurement model and assessment of structural model have been followed during administering the analysis. The dataset of the study was screened and prepared for processing before doing the main analysis. Through the analysis of missing values, outlier test, multicollinearity test, normality test and test of non-response bias the dataset was screened. Hence, the data screening outcome is found satisfactory and for the further statistical analysis, the screened dataset is employed with PLS-SEM path model technique.

In this study, the relationship between the constructs and their respective variables are assessed by the measurement model. The overall idea about indicator reliability, composed reliability, convergent validity, and discriminant validity are represented through the measurement model. On the other hand, the relationship among the latent constructs is assessed by the structural model technique that provides an idea of how the exogenous and endogenous constructs are related to each other. Moreover, with a view to assessing the significance of direct effect and indirect effect statistically the result of path coefficient, t-value and p-value were considered for decision making.

Based on two independent variables, one dependent variable and one mediating variable this study has been conducted. The study objectives from one to nine generate nine direct effect hypotheses. The path coefficient analysis, t-value and p-value depict that out of these hypotheses six were statistically significant and support the hypotheses except four hypotheses (H₂, H₃, H₅ and H₆). The relationship between the exogenous variables (TFLS and ORG ST) and the endogenous variable (ORG PER) are found positive and significant in this research (H₁, and H₇). Other relationships between the exogenous variables (TFLS and ORG ST) and the mediating variable (JOB ENG) are also positive and these direct effects are statistically significant (H₄ and H₈). In addition,

the relationship between the mediating variable (JOB ENG) and the endogenous variable (ORG PER) is also found statistically significant and positive (H₉).

Subsequently, the path-coefficient analysis, t-value and p-value for indirect effect hypotheses have demonstrated a significant relationship between the exogenous variables (ORG ST) and the endogenous variable (ORG PER) via the mediating variable (JOB ENG). Thus, the hypotheses H₁₃ is statistically significant and supported which is consistent with social exchange theory (Vokes, 2018; Slack, Corlett & Morris, 2015) and the resource-based view (Galbreath, 2018; Akbari et al., 2018; Barney et al., 2001). On the other hand, relationship between the exogenous variables (TFLS, TSLS and PALS) and the endogenous variable (ORG PER) via the mediating variable (JOB ENG) is not found statistically significant (H₁₀, H₁₁ and H₁₂). Hence, based on these results following section elaborates on the discussion.



5.3 Discussion and Interpretations of Findings

The discussion basically focuses on the research questions stated in chapter one of this study. The study findings are interpreted and discussed in the low of pertinent theories in assistance of relevant previous studies. The detailed discussion and interpretations of the result findings in accordance with research questions and the hypotheses are mentioned below:

5.3.1 Relationship between Leadership Style (TFLS, TSLS, PALS) and Organizational Performance

The first research question of this study is that is there any relationship between leadership style (transformational, transactional, and passive-avoidant) and organizational performance? On the basis of the study analysis and findings this research question is addressed as follow:

5.3.1.1 Relationship between Transformational Leadership Style and Organizational Performance

The first study question is that is there any positive significant relationship between transformational leadership style and organizational performance? Accordingly, the objective was to examine the relationship between transformational leadership style and organizational performance.

With a view to attaining the objective, hypothesis 1 (H_1), which predicted a positive relationship between transformational leadership style and organizational performance was tested using the PLS-SEM method and the findings reveal that relationship between transformational leadership style and organizational performance is statistically significant ($\beta=0.130$, $t=1.724$, $p<0.042$). Thus, hypothesis 1 (H_1) is supported and the study proves that appropriate leadership style enhances organizational performance which is consistent with empirical studies (Asal & Koksai, 2018). Other studies also find a significant relationship between the right kind of leadership style and organizational performance (Buil et al., 2018).

The study proves that the transformational leadership style enhances organizational performance which is consistent with previous studies (Buil et al., 2018). The significant positive relationship reported between the transformational leadership and organizational performance measures of this study are consistent with the results of previous studies conducted by Buil et al. (2019), Obeidat et al. (2017), Ng (2017), Geier, (2016), Matzler et al. (2008), and Pedraja-Rejas et al. (2006).

Similarly, other empirical studies find a significant relationship between transformational leadership style and organizational performance (Patiar & Wang, 2016). Furthermore, transformational leadership style inspires the followers towards achieving a shared vision for organizational performance (Ghafourian et al., 2010). Similarly, transformational leadership is a process where leaders broaden and raise the interest of their subordinates. Awareness and acceptance of the purpose and mission of the group are generated by the transformational leaders when they encourage their subordinates to focus on the benefits of the group as a whole (Bass & Riggio, 2006).

On the basis of the interviews, the respondents demonstrated that their supervisors had the characteristics of transformational leadership. Each factor of this leadership style emerged from the interview data. These characteristics were evident through the relationships between the employees and their supervisors the ways they operated and managed the organization. Additionally, transformational leaders tend to treat each employee individually and provide personal attention to them. Mentoring, coaching and providing advice to employees were some of the key themes that emerged from the interview data to represent this character in the study. More critically, the transformational leadership style can also be viewed as an organizational-level

resource, thereby contributing to organizational performance (Todorovic & Schlosser 2007).

Subsequently, the study finding provides support for both social exchange theory (Blau, 2017) and resource-based view theory (Barney et al., 2011; Galbreath, 2018) which places the importance of transformational leadership style in influencing the performance of the organization. Under the social exchange theory, the relationship between transformational leadership style and organizational performance is supported as the employees find satisfaction with the rewards provided by the leader and they feel an impulse to repay through their performance and expected to be more affiliated (Sparrowe & Liden, 1997).

Furthermore, the second theory which is being frequently referred to as the RBV supports the positive relationship between leadership style and organizational performance in the sense that leadership style can be seen as an organization's internal intangible resources (Hoskisson et al., 2018). Thus, the notion of SET and RBV theory both are extending in developing the context (Liden et al., 1997; Wayne et al., 1997; Masterson, et al., 2000). In addition, the finding also shows that by exercising the appropriate style of the leadership organization can enhance their performance. Hence, the positive relationship between transformational leadership style and organizational performance is established in the context of the mobile phone company in Bangladesh.

Thus, in the context of the mobile phone company in Bangladesh transformational leadership style has an important role in enhancing organizational performance.

5.3.1.2 Relationship between Transactional Leadership Style and Organizational Performance

Hypothesis 2 (H_2) was tested using the PLS-SEM method and the result revealed that the relationship between transactional leadership style and organizational performance is not statistically significant ($\beta=0.033$, $t=0.294$, $p<0.385$). Thus, hypothesis 2 (H_2) is not supported and the study proves that transactional leadership style has no influence on organizational performance in the context of the government-owned mobile phone company in Bangladesh. As described by Bass (1990), transactional leadership is tending to be directive and action-oriented. This type of leader uses reward and punishment to gain compliance from their subordinates. In addition, transactional leadership involves the leader rewarding the followers when their performance has reached up to the desired level (Bass & Riggio, 2006). In this study, the relationship between transactional leadership and organizational performance indicated revealed a significant gap. Thus, more research is needed to explore the relationship between the transactional leadership style and organizational performance.

Surprisingly, the insignificant relationship between transactional leadership and performance found in this study is similar to the finding of a study conducted by Waldman et al. (2001), who also found that transactional leadership is not significantly related to profitability. Further, Bass (1990) said, transactional leaders, perform well in a stable and predictable situation and are risk-averse (Ensley et al., 2006). Therefore, the finding of an insignificant relationship between transactional leadership and organizational performance in this study indicates that transactional leadership does not significantly affect organizational performance.

Furthermore, Gillespie and Mann (2004) suggested that leaders need to encourage the employees to grow and develop, to show emotional support and provide direction, to recognize individual needs and team requirements, to gain support from employees and to develop employees' skills and capabilities for the performance of the organization. Hence, it seems that transactional leadership is unable to affect an organization's performance. Moreover, an organization needs to act strategically and to formulate corporate strategies that transcend borders in today's globalized competitive environment by outperforming the rivals (Baloch & Inam, 2010). Such strategic thinking can enable an organization to maximize its performance. Therefore, leaders who just focus on maintaining operational stability (Ensley et al. 2006) or those who emphasize the end result and focus on work tasks and outcomes, rewards, and punishment (Mullins, 2002) are not capable of affecting the performance of mobile phone company in Bangladesh.

In addition, findings of many previous studies also seemed to suggest that total dependence on this form of leadership may have negative effects on performance (Bryman, 2007; Burns, 1978). However, it is suggested that employees may perform better when leaders provide room for their growth and involvement and do not monitor their performance too closely always (Mossholder et al., 2015). Thus, this hypothesis extends the knowledge of social exchange theory (Blau, 2017) in the context of Bangladesh. Previous studies also supported this theoretical extension by mentioning that employees feel an obligation to repay the organization with positive behavior only. In brief, the relationship between transactional leadership style and organizational performance is insignificant from the perspective of the mobile phone company in Bangladesh.

5.3.1.3 Relationship between Passive-Avoidant Leadership Style and Organizational Performance

Hypothesis 3 (H_3) was tested using the PLS-SEM method and the result revealed that the relationship between passive-avoidant leadership style and organizational performance is not statistically significant ($\beta=0.020$, $t=0.335$, $p<0.369$). Thus, hypothesis 3 (H_3) is not supported and the study proves that passive-avoidant leadership style has no influence on organizational performance in the context of the government-owned mobile phone company in Bangladesh.

Passive-avoidant leadership is characterized by an avoidance of leadership responsibilities or intervening only when necessary. Passive leaders let employees do the job and wait for subordinate mistakes and intervene only when errors occur in their work (Limsila & Ogunlana, 2008). This means that leaders pay attention more to the subordinate when corrective actions are important. Therefore, there are no preventive actions or attempts by the leader to monitor or influence performance (Bass & Avolio, 1990). Previous studies also ascertained that passive-avoidant leadership tends to promote greater compliance behavior or enacting the minimum levels of effort necessary for fulfilling work obligations, rather than initiative-taking (Gagné & Deci, 2005). Furthermore, passive leaders may only engage in leadership style when cued by the situation like performance dips, any problem occurs and otherwise may shirk their leadership duties, which is likely to be noticed by followers (Gilbert & Kelloway, 2018).

Study data revealed that the respondents agreed that the leadership style of their supervisors influences organizational performance in Teletalk company. They also agreed that having an appropriate leadership style would result in better organizational

performance (Yu et al., 2018). So far, the supervisors of the respondents are in the government-owned mobile phone company, the respondents further acknowledged the importance of a leader to show a strong vision and the mission of the organization, to communicate high expectations and to provide supervision, guidance, and direction to these subordinates. Moreover, the employees seem to be motivated to perform at their best when their leaders are directly involved with their tasks and such leadership style can lead to improved organizational performance; rather than passive-avoidant leaders.

While the study findings suggest that passive-avoidant leadership was not significant with the organizational performance so, more research is needed to explore the relationship between the leadership style and organizational performance levels in a similar industry. Thus, this hypothesis extends the knowledge of social exchange theory in the context of Bangladesh. According to SET, supervisors facilitate social exchange who communicate with their employees on a daily basis and as the sequence of interactions personal obligations, appreciation and trust are produced that add value to the organizational performance (Blau, 1964).

Furthermore, within the context of the study, this theory fundamentally argues that hence the employees will demonstrate good performance as a way to reciprocate the positive contributions made by their leaders. Therefore, passive-avoidant leadership style has no influence on the organizational performance of the government-owned mobile phone company in Bangladesh.

5.3.2 Relationship between Leadership Style (TFLS, TSLS, PALS) and Job Engagement

The second research question of this study is that is there any relationship between leadership style (transformational, transactional, and passive-avoidant) and job engagement? In light of the study analysis and findings this research question is addressed as follow:

5.3.2.1 Relationship between Transformational Leadership Style and Job Engagement

Hypothesis 4 (H₄), which predicted a positive relationship between transformational leadership style and job engagement was tested using the PLS-SEM method. As predicted, its significant relationship was found to exist between the two constructs (transformational leadership style and job engagement) and thus, the Hypothesis (H₄) is supported.

With a view to determining the relationship between transformational leadership styles and job engagement the analysis was done through the structural model and the results between leadership styles and job engagement has revealed positively significant ($\beta=0.647$, $t=15.932$, $p<0.000$). This result shows that there is a positive relationship between the transformational leadership style and job engagement in the government-owned mobile phone company in Bangladesh.

Based n the previous literature with highly confirming results, among the leadership styles, the association of job engagement and transformational leadership increase the level of engagement (Townsend & Gebhardt, 2008; Ghafoor et al., 2011). Even so,

different groups of employees have different work characteristics and preferred different styles of leadership (Yu & Miller, 2005) which arouse motivation or sense of engagement and contribution to the organizational performance (Ogbonna & Harris, 2000). Recent researches also indicate that in terms of the organization and managerial levels, transformational leadership (Wellins et al., 2011), good reputations as employer or supervisor contributed to the highest level of job engagement (Perrin, 2003).

Several types of research projected job engagement as having an association with the employees' perception of suitable leadership style in their immediate supervisors. Whereas, job engagement is regarded as having a positive association with the employees' perception when the leaders are embracing visionary and transformational leadership (Ahmad et al., 2013). Consequently, while research around job engagement is emerging and several models suggest transformational leadership as a crucial element in the study of engagement, there remains a gap in understanding what leadership style could affect job engagement as well as the processes around which leadership style bring about higher levels of engagement (Shuck & Herd, 2012). Hence, this finding adds literature with the existing body of knowledge from the context of developing country specifically like Bangladesh.

Thus, this hypothesis extends the knowledge of social exchange theory in the context of Bangladesh. Theorists have also proposed that SET is likely capable of providing insight regarding how leaders influence organizational performance. SET suggests that employees reciprocate leaders' behavior towards them with their own matched behaviors on a pro quo (mutual reciprocity) basis as part of a social exchange relationship development process. Earlier studies also suggest that social exchange relationships between the leaders and their subordinates are developed from

interactions between these parties (Chun, Cho & Sosik, 2016) and are motivated by the mutual benefits derived from such exchanges (Ilies et al., 2007). Therefore, the finding establishes that a transformational leadership style has a positive influence on job engagement from the perspective of the government-owned mobile phone company in Bangladesh.

5.3.2.2 Relationship between Transactional Leadership Style and Job Engagement

Hypothesis 5 (H₅) was tested using the PLS-SEM method and the result revealed that the relationship between transactional leadership style and job engagement is not statistically significant ($\beta = 0.057$, $t = 0.985$, $p < 0.133$). Thus, the Hypothesis (H₅) is not supported.

Surprisingly, job engagement has received increasing interest of study in recent decades and it remains an extremely pertinent and contemporary subject (Karatepe & Karadas, 2015). In light of the previous studies (Markos & Sridevi, 2010) there are certain drivers that increase the level of job engagement. Among these drivers' exceptional kind of leadership with a good reputation and a great deal of care (Wellins et al., 2011) contribute significantly to the level of job engagement (Perrin, 2003); that is not possible in case of transactional leadership style as this kind of leaders influence the employees by setting goals, focusing and clarifying desired outcomes (Caniëls et al., 2018). Researchers also observed job engagement as having a negative connotation with the perception of leadership styles (Shuck & Herd, 2012; Judge & Piccolo, 2004). When the supervisors adopt transactional leadership style job engagement is perceived as a negative outcome (Soieb & D'Silva, 2013). Furthermore, transactional leadership

has a lower motivational power (Vila-Vázquez et al., 2018) and praise employees in exchange for high performance only. Researchers further argued that transactional leaders do not provide followers with any freedom to decide when and how to perform their job and thus, the relationship with engagement is often found poor (Breevaart et al., 2014).

Researchers further noted that transactional leadership involves a hands-off approach toward employees and their performance, a lack of engagement at their job and only use punishment as a reaction to unacceptable performance (Froome et al., 2012). Henceforth, this finding adds literature with the existing body of knowledge from the context of like Bangladesh.

Therefore, this hypothesis extends the knowledge of social exchange theory as SET suggests that employer or leader expects employees to make significant contributions such as high performance, or ideas for improving organizational performance through the job engagement. Simultaneously, employees expect to be engaged through a sequence of rewards and benefits for their contributions by the leader (Yu et al., 2018). Bass (1985) characterized the transactional leadership style as a cost-benefit exchange process. Because, in the transactional leadership style, the social exchange process involves a series of transactions between the leader and the followers, where the leader exchanges rewards for services exchanged only (Burns, 1978). Accordingly, the finding establishes that transactional leadership style has no positive influence on job engagement.

Thus, hypothesis 5 (H_5) is not supported and the study proves that transactional leadership style has no influence on job engagement in the context of the government-owned mobile phone company in Bangladesh.

5.3.2.3 Relationship between Passive-Avoidant Leadership Style and Job Engagement

Hypothesis 6 (H_6), which predicted a positive relationship between passive-avoidant leadership style and job engagement was tested using the PLS-SEM method and the result reveals that there is no significant relationship between passive-avoidant leadership style and job engagement ($\beta = 0.070$, $t = 1.538$, $p < 0.038$). Thus, hypothesis 6 (H_6) is not supported.

Hypothesis 6 (H_6) is further not supported by the previous empirical studies. Graves, Sarkis and Gold (2019) added, among the three leadership styles this type of leadership is considered to be the least effective. Additionally, passive leadership is an ineffective type of leadership as reported by Howell and Avolio (1993). Passive management by exception has negative impacts on the job engagement (Leary et al., 2013) and the laissez-faire approach of leadership is the least effective style of leadership (Bass & Avolio, 1994). Moreover, passive leadership represents a general pattern of disengagement or inaction on the part of a leader that includes behaviors such as avoiding decisions, neglecting workplace problems, and failing to model or reinforce appropriate behavior (Harold & Holtz, 2015). Few other studies have suggested that passive leadership may have serious negative consequences in the workplace and engagement (Albagawi, 2019). Such leadership may have negative consequences on the outcomes on the part of employees in the workplace (Adeel, Khan, Zafar & Rizvi, 2018).

Similarly, in the Teletalk company, passive-avoidant leadership style cannot inspire the employees in job engagement; as they work almost without any type of leadership guidance due to their job nature and traditional practice. Hence, hypothesis 6 (H_6) is

rejected and there is no relationship between passive-avoidant leadership style and job engagement in the context of the government-owned mobile phone company in Bangladesh.

5.3.3 Relationship between Organizational Structure and Organizational Performance

The third objective of this study is to examine the relationship between organizational structure and organizational performance. To achieve the objective, hypothesis 7 (H₇), which predicted a positive relationship between organizational structure and organizational performance was tested using the PLS-SEM method and the result reveals that there is a positive and significant relationship between organizational structure and organizational performance ($\beta=0.333$, $t=5.203$, $p<0.000$). Thus, hypothesis 7 (H₇) is supported.

The organizational structure was indicated by many studies, and currently, the execution research requires extra investigation about the role of organizational structure in the context of organizational performance. Cater and Pucko (2010) recommended that there was a relationship between the good organizational structure and organizational performance in Slovenia; therefore, they recommended that further studies should involve it in other sectors. Furthermore, other researchers also found a positive impact of organizational structure on the organizational performance (Hilman & Siam, 2014; Child, 1972). Additionally, many other studies also have found a significant relationship between organizational structure and performance (Ponnuswamy & Manohar, 2016; Masadeh et al., 2016). Maffei and Meredith (1995) further recommended that organizations adopt a flexible structure to encourage greater

staff participation, which, in turn, can improve problem identification and resolution and enhance performance. Hence, this finding adds literature with the existing body of knowledge from the context of developing country specifically like Bangladesh.

Subsequently, this hypothesis extends the knowledge of social exchange theory in the context of Bangladesh. The study finding provides support for both social exchange theory (Blau, 2017) and resource-based view theory (Barney et al., 2011; Galbreath, 2005) which places the importance of organizational structure in influencing the performance of the organization. It is evident from previous studies that generalized perception of organizational structure e.g. workplace environment, salary-benefits, promotion scope, job satisfaction (Yang, Wan & Fu, 2012) affect individual behavior and overall performance (Emerson, 1976; Blau, 1968). Research by Todorovic and Schlosser (2007) claimed that structure can be a valuable element under the RBV. Therefore, the finding establishes that organizational structure has a positive influence on the organizational performance of the government-owned mobile phone company in Bangladesh.

5.3.4 Relationship between Organizational Structure and Job Engagement

The fourth objective of this study is to examine the relationship between organizational structure and job engagement. To achieve the objective, hypothesis 8 (H₈), which predicted a positive relationship between organizational structure and job engagement was tested using the PLS-SEM method and the result reveals that there is a positive and significant relationship between organizational structure and job engagement ($\beta=0.089$, $t=1.751$, $p<0.051$). Hence the hypothesis 8 (H₈) is accepted.

Previous research has identified the aspects relating to organizational structure and job engagement (Cho, Laschinger & Wong, 2006). Studies have linked various factors of organizational structure and job engagement (Owen et al., 2018). Due to access to favorable structures employee attitudes and behaviors can be influenced positively towards job (Song et al., 2018). On the other side, lack access to such structures is more likely to experience feelings of disengagement from the job (Cho et al., 2006). Other researchers also examined the link between organizational structure and job engagement in their studies (Ahmed et al., 2018).

This result is also supported by the social exchange theory. In the light of the social exchange theory, when the organization provides all the required facilities to employees, they feel indebted to the organization and are willing to reciprocate with increased loyalty and adding more efforts (Eisenberger et al., 2002). Similarly, the result is further supported by the resource-based view theory. According to the RBV theory, as physical resources, organizational structure is related to job engagement (Barney, 2001). Employees feel more engaged in their job when they get comfortable working environment and structure as well (Owen et al., 2018; Song et al., 2018; Barney & Wright, 1997).

Therefore, the positive relationship between organizational structure and job engagement is established in the context of the government-owned mobile phone company in Bangladesh.

5.3.5 Relationship between Job Engagement and Organizational Performance

The fifth objective of this study is to examine the relationship between job engagement and organizational performance. To achieve the objective, hypothesis 9 (H₉), which predicted a positive relationship between job engagement and organizational performance was tested using the PLS-SEM method and the findings reveal that relationship between job engagement and organizational performance is statistically significant ($\beta=0.212$, $t=3.420$, $p<0.003$). Hence the hypothesis 9 (H₉) is accepted.

According to previous studies, job engagement received much attention from the enterprises because according to the previous correlational researches on job engagement, job engagement has a positive impact on organizations and work (Yin, 2018). As far as the existing literature is concerned, the positive influence of job engagement, a positive, fulfilling and work-related state, on work has been widely recognized (Saks, 2006). Job engagement is defined as the harnessing of organization members' selves to their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performances (Kahn, 1990), and then employees will be engaged, satisfied with and enthusiastic about their work (Campbell, 1990). The organization believes that when employees are highly engaged, they will make all the positive outcomes of the organization have better performance (Befu, 2003), hence, the related studies on job engagement have been popularized and valued.

On the basis of the viewpoint of the social exchange theory, the study holds that employee job engagement is to exchange the benefits with the organization in certain forms and employees will generate different influencing outcomes according to the degree to which they psychologically expect that job engagement could receive

organizational rewards (Yin, 2018). The Social exchange theory emphasizes that the interactions among people are established on maintaining the balance between giving and receiving (Blau, 1964). When an organization promises to give employees rewards, respect, justice and other elements, employees will generate a high level of trust on the organization, which will increase their willingness to work hard, and there upon, they will repay the organization with better job performance (Masterson & Taylor, 2000).

Hence, there is a positive and significant relationship between job engagement and organizational performance in the government-owned mobile phone company in Bangladesh.

5.3.6 Mediation of Job Engagement on the Relationship between Leadership Style (TFLS, TSLS, PALS) and Organizational Performance

The sixth research question of this study is that does job engagement mediate the relationship between leadership style (transformational, transactional and passive-avoidant) and organizational performance? On the basis of the study analysis and findings this research question is addressed as follow:

5.3.6.1 Mediation of Job Engagement on the Relationship between Transformational Leadership Style and Organizational Performance

Hypothesis 10 (H_{10}), was tested using the PLS-SEM method and the result revealed that job engagement mediates the relationship between transformational leadership style and organizational performance statistically ($DE= 1.724$, $IE=0.783$, $TE=2.507$, $VAF=0.31$). According to Hair et al. (2017, 2014), the value of VAF is considered for

determining the extent of mediating effect. The VAF value 0.80 signifies full mediation, whereas, VAF value in between 0.20 and 0.80 ($0.20 \leq \text{VAF} \leq 0.80$) represent partial mediation (Hair et al., 2017; Hair et al., 2014). Thus, job engagement partially mediates the relationship between transformational leadership style and organizational performance. Similarly, the transformational leadership style is a good predictor for the outcome variable of organizational performance, where job engagement plays a crucial role in increasing organizational performance to some extent.

These findings are in consonance with the studies carried out by Buil et al. (2018), Laschinger et al. (2009), Xanthopoulou et al. (2008) and Salanova et al. (2005); where they found job engagement to be a mediator variable. Macey and Schneider (2008) also noted that job engagement plays a mediating role between transformational leadership and performance. Job engagement can help in determining the right kind of leadership style and structuring the organization that wants to enhance its performance (Buil et al., 2018).

As mentioned earlier, transformational leaders inspire and stimulate their employees intellectually. For effective management, transformational leadership plays a vital role in causing necessary changes. Researchers further argued, this kind of leaders have the ability to transform organizations through their vision for the future, and for achieving that vision they can engage the employees to initiate responsibility (Breevaart, Bakker, Demerouti & Derks, 2016). Additionally, by paying attention to the employees' needs transformational leader helps in enhancing the organizational performance (Bass, 1990).

Thus, engaged employees pay more attention to their job and are more focused on responsibilities, they are more connected to the tasks emotionally and work with greater

passion on their tasks for longer periods of time that constitute higher performance (Rich et al., 2010). In different studies, Tims et al., (2011) and Breevaart et al. (2014) also found a positive relationship between transformational leadership and job engagement. Similarly, other scholars also confirmed that transformational leadership positively influences the level of employees' job engagement (Schmitt et al., 2016).

Thus, this hypothesis extends the knowledge of social exchange theory and RBV in the context of Bangladesh. Theorists have proposed that in the light of SET, employees may feel obliged to repay their leader with higher levels of engagement. Previous empirical studies also support this relationship (Bui, Zeng & Higgs, 2017). Rich et al. (2010) further postulated that when employees are engaged, they dedicate their cognitive, emotional and physical resources to their job roles, thereby contributing to organizational performance. Hence, this statement also contributes to the knowledge of the context of resource-based view theory.

In brief, based on the above reasoning, the mediation of job engagement between the relationship of transformational leadership style and organizational performance is logical and justified (Buil et al., 2018). Hence, job engagement mediates the relationship between transformational leadership style and organizational performance in the context of government-owned mobile phone company in Bangladesh.

5.3.6.2 Mediation of Job engagement on the Relationship between Transactional Leadership Style and Organizational Performance

Hypothesis 11 (H_{11}), was tested using the PLS-SEM method and the result revealed that job engagement mediates the relationship between transactional leadership style

and organizational performance statistically ($DE=0.294$, $IE=1.640$, $TE=1.934$, $VAF=0.84$). According to Hair et al. (2017, 2014), the value of VAF is considered for determining the extent of mediating effect. The VAF value 0.80 signifies full mediation, whereas VAF value in between 0.20 and 0.80 ($0.20 \leq VAF \leq 0.80$) represent partial mediation (Hair et al., 2017; Hair et al., 2014). Thus, job engagement fully mediates the relationship between transactional leadership style and organizational performance. Likewise, transactional leadership style is a good predictor for the outcome variable of organizational performance, where job engagement plays a crucial role in increasing organizational performance to some extent. Although, transactional leadership style is a good predictor of organizational performance the addition of job engagement as mediating variable does not make any sense between transactional leadership style and organizational performance.

Empirical studies also suggest that job engagement does not mediate the relationship between transactional leadership style and organizational performance. According to Nguni et al., (2006), transactional leadership motivates employees by appealing to their self-interest on the basis of exchange relationship due to lack of job engagement. This type of leadership only may produce an efficient and productive workplace but not engaged employees.

Researchers further conceptualized transactional leadership in terms of an exchange process, in which rewards are offered for compliance and punishment for noncompliance as well (Kark et al., 2018). Additionally, a couple of previous studies (Kark et al., 2018; Nguni et al., 2006) in a different context find no direct relationship between transactional leadership and job engagement. Hence, no mediation of job engagement takes place on transactional leadership style and organizational

performance relationship in the context of Government-owned mobile phone company in Bangladesh.

5.3.6.3 Mediation of Job engagement on the Relationship between Passive-Avoidant Leadership Style and Organizational Performance

Hypothesis 12 (H_{12}), was tested using the PLS-SEM method and the result revealed that job engagement mediates the relationship between passive-avoidant leadership style and organizational performance statistically ($DE= 0.335$, $IE=0.385$, $TE=0.720$, $VAF=0.53$). According to Hair et al. (2017, 2014), the value of VAF is considered for determining the extent of mediating effect. The VAF value 0.80 signifies full mediation, whereas VAF value in between 0.20 and 0.80 ($0.20 \leq VAF \leq 0.80$) represent partial mediation (Hair et al., 2017; Hair et al., 2014). Therefore, job engagement partially mediates the relationship between passive-avoidant leadership style and organizational performance.

Consequently, passive-avoidant leadership style is a good predictor for the outcome variable of organizational performance, where job engagement plays a crucial role in increasing organizational performance to some extent. The earlier study also reveals that passive-avoidant leadership style has a relationship with organizational performance (Kark et al., 2018; Barling et al., 2018).

Therefore, job engagement has partially mediated the relationship between the passive-avoidant leadership style and organizational performance in the context of Government-owned mobile phone company in Bangladesh.

5.3.7 Mediation of Job engagement on the Relationship between Organizational Structure and Organizational Performance

The seventh objective of this study was to examine the relationship between organizational structure and organizational performance. In order to achieve the objective, hypothesis 13 (H_{13}), which predicted a positive relationship between organizational structure and organizational performance was tested using the PLS-SEM method and the result revealed that job engagement mediates the relationship between organizational structure and organizational performance statistically ($DE=0.5.203$, $IE=5.762$, $TE=10.965$, $VAf=0.52$). According to Hair et al. (2017, 2014), the value of VAF is considered for determining the extent of mediating effect. The VAF value 0.80 signifies full mediation, whereas VAF value in between 0.20 and 0.80 ($0.20 \leq VAF \leq 0.80$) represent partial mediation (Hair et al., 2017; Hair et al., 2014). Hence, job engagement partially mediates the relationship between organizational structure and organizational performance.

Surprisingly, organizational structure is a good predictor for the outcome variable of organizational performance, where job engagement plays a crucial role in increasing organizational performance to some extent. As predicted, its significant relationship was found to exist between the two constructs (organizational structure and organizational performance) and thus, the Hypothesis (H_{13}) is partially mediated.

Previous studies also support this result. A relationship between the good organizational structure and organizational performance was recommended by Cater and Pucko (2010) in their study. Cater and Pucko (2010) found an association between the good organizational structure and organizational performance in Slovenia and they recommended further studies in other sectors. Some other scholars (Eva et al., 2018)

have bridged between the organizational structure and organizational performance in their studies on the higher education sector in Iran.

Other scholars (Ateş et al., 2018) also found linked between the organizational structure and organizational performance as well. Masa'deh et al., (2016) and Keogh (1976) also observed that organizational structure affects organizational performance. Similarly, Huang et al. (2018) found a relationship between job engagement and organizational performance. Additionally, the concrete substantiation about the relationship between the organizational structure and performance are found from other studies (Hao et al., 2012). Both the economic and non-economic performance are significantly influenced by the organizational structure (Eva et al., 2018). Csaszar (2008) also pointed out that organizations are largely affected by the organizational structure.

Additionally, researchers found the mediating role of job engagement between the constructs in different context (Meng & Berger, 2019; Balwant, Birdi, Stephan & Topakas, 2019; Hadi, Hasan & Nadia 2019). Moreover, this hypothesis extends the knowledge of social exchange theory in the context of Bangladesh. The study finding provides support for both social exchange theory (Blau, 2017) and resource-based view theory (Barney et al., 2011; Galbreath, 2005) which places the importance of organizational structure on influencing the performance of the organization.

Therefore, the finding establishes that job engagement has a mediating role in the relationship between organizational structure and organizational performance in the context of Government-owned mobile phone company in Bangladesh.

5.4 Research Implications and Contributions

In the light of the above findings, this research provides three-dimensional contributions from the theoretical, practical and methodological viewpoint; which are mentioned below:

5.4.1 Theoretical Implications and Contributions

The findings of this study provide a better understanding of the factors that affect organizational performance. For the sustained development of mobile phone companies, organizational performance is required. Their businesses continue to grow and finally, help to upkeep the development of the economy of Bangladesh. As discussed in previous chapters, prior research on the association between leadership styles, organizational structure, job engagement, and organizational performance explored consistent findings.

The findings of the study suggested that there is a significant relationship between leadership styles, organizational structure and organizational performance. Also, it was found that the leadership styles and organizational structure had an influence on organizational performance. This section discusses the implications of the study.

It is worth analyzing the implications related to theoretical functions in the current study. The findings have contributed to the theory in the following area. Firstly, it has provided empirical support for the social exchange theory (SET). Secondly, the findings provided evidence for the construct validity of the resource-based view (RBV) theory (Barney, 1991) used in the study. The model of the present study was

constructed based on the findings of the previous social exchange theory (Homans, 1958) as foundation theories.

In addition, it has been proved in this study that there is a significant relationship between the transformational leadership styles of government officials and job engagement with relevance to organizational performance. On the other hand, the RBV theory demonstrated that organizational structure is significantly related to organizational performance, which has been proved in this study and a significant relationship was found. These results may be used to bring about some awareness amongst other government owned organizations in Bangladesh.

Therefore, the study has contributed to the organizational performance based on Social Exchange theory and RBVs. Thus, the findings of this study contribute to the organization literature by clarifying the role of leadership styles, organizational structure, job engagement and organizational performance. Specifically, it highlights the mediating role of job engagement on the relationship between leadership styles, organizational structure and organizational performance. Therefore, the study has contributed to the social exchange theory (SET) by providing empirical evidence to support the assertion of the theory.

This research identifies the leadership styles, organizational structure and job engagement and how these affect the organizational performance of mobile phone companies in Bangladesh. The review of the previous study on this topic reveals that no similar study has been undertaken in mobile phone companies in Bangladesh. The research finding has thus added to the knowledge on job engagement and its relationship to leadership styles, organizational structure and organizational performance.

5.4.2 Managerial Implications and Contributions

The findings of this study empirically proved the significant positive relationship between some determinants of government-owned mobile phone company in Bangladesh. These findings reveal the leadership styles and organizational structure are positively related to organizational performance. As regards to mediating effect, job engagement was found to mediate between leadership styles, organizational structure and organizational performance.

There are numerous significant contributions of this study to the industry practitioners. Firstly, there is a significant relationship between leadership styles, organizational structure and organizational performance. Secondly, there is a significant link between leadership styles, organizational structure and job engagement. Thirdly, job engagement mediates the relationship between leadership styles, organizational structure and organizational performance in the mobile phone company. This is an unique finding to the best of the researcher's knowledge as such there is no similar finding in other researches in relation to government owned mobile phone company in Bangladesh. In a single note, this research attempts to present a new contribution to the mobile phone company by identifying the leadership styles and organizational structure that exist in the organization and how job engagement can enhance the performance of the organization.

The study findings imply that organizational performance can be increased through displaying the right kind of leadership styles and job engagement. This finding is important, since mobile phone sector has been contributing to the country's economy and adding value to its GDP. The results show from the hypotheses that there is positive and significant relationship between the leadership styles and job engagement. Both

leadership styles and job engagement have a positive and significant relationship with organizational performance. This reveals that leadership styles (transformational and transactional leadership) and job engagement are significant predictors of organizational performance.

The study results also suggest that the managers in the mobile phone company tend to be more transactional than transformational. Previous literature has reported that transformational leadership is comparatively more effective leadership style in ensuring organizational performance. Hence, in order to improve the leadership style of the managers from transactional to transformational leadership, mobile phone companies should focus on the development of transformational leadership through appropriate recruitment and HR development initiatives. Another major finding is that it helps to understand the concepts of job engagement and its relationship with leadership styles and organizational performance. In general, it is believed that leadership styles boost organizational performance; apart from that, it is demonstrated in this study that job engagement also can help to improve or enhance the performance of the organization. Another significance of this study is that the leaders need to monitor the quality of relationship between themselves and their subordinates for high-quality relationships and job engagement.

Thus, organizations must organize awareness sessions among the managers on their leadership styles and level of job engagement. Other follow up training can be undertaken to increase the level of performance through active job engagement. By offering appropriate training and HR development initiatives undertaken to convert transactional leadership to transformational leadership and increase the level of job engagement, the mobile phone companies will be able to increase their performance

level. The findings of the research can be used by mobile phone companies to enhance organizational performance and to manage these enterprises. The findings would further assist them in developing pragmatic strategies to obtain potential competitive advantage. The academia, students and other stakeholders also would be benefited from the findings for future study and ready reference in a similar field.

5.4.3 Methodological Implications and Contributions

From the methodological perspective, the analysis of the study is enlightened with the second generation statistical tools PLS. Due to quantitative in nature, this study follows PLS-SEM path modeling technique for data analysis. Most of the previous studies used SPSS, AMOS and alike technique for the analysis of data; whereas, PLS is growingly used analysis tool in structural equation modeling (Shackman, 2013). So far the methodological contribution is concern, PLS-SEM works efficiently with small sample sizes and complex models and makes practically no assumptions about the underlying data (Cassel, Hackl & Westlund, 1999). In addition, PLS-SEM can easily handle reflective and formative measurement models, as well as single-item constructs, with no identification problems. It can, therefore, be applied in a wide variety of research situations (Hair, Sarstedt, Ringle & Gudergan, 2018). Therefore, PLS technique is more robust than other analysis techniques. Additionally, PLS-SEM can be used for theory development and can assess model's predictive power which helps to explore the extent of impact on performance by the predictor variables. Thus, the study represents unique methodological contribution from the perspective of mobile phone company in Bangladesh.

5.5 Limitations of the Study

This study has a few limitations. The primary limitation is that, even though there are so many variables that can measure organizational performance, this research is limited to only leadership styles, organizational structure, and job engagement. Among other limitations, few are mentioned as follow. The samples for this research were drawn from employees who are working in the government-owned Mobile Phone Company; thus, the study variables examined in the study come from respondents of the government sector only.

Hence, the findings gathered from this study do not represent what happens in private sectors. The respondents in this research rated the leadership style of their immediate supervisors but did not rate the leadership style of the top management. The leadership style of the top management may have significant influence on the organizational performance to some extent.

The sample size of 213 used in the data analysis is considered to be at the minimum level required for a similar type of study. If more respondents participated in this research better result could be obtained from this study. The result of this study is limited to the perception of the employees towards the leadership styles of their managers and organizational structure and job engagement and performance of their organization.

However, the leadership styles of the top management and their level of engagement is not assessed through this research. Indeed, it was a cross-sectional study in nature. Data collection within four months was involved in the research that can be considered a short period due to a limited time period and resources. According to Sekaran (2003),

inability to prove cause and effect association among variables is one the shortcoming of cross-sectional study. The research framework only provides a relationship between the variables, but a deep understanding of the cause and effect of such relationship was not provided.

In spite of the aforesaid shortcomings, this study is a good effort to investigate the relationship between leadership styles, organizational structure, and organizational performance of government-owned mobile phone company in Bangladesh with the mediating effect of job engagement. This research is the first of its kind, and some level of significant positive relationship between the constructs under the study are indicated in the findings.

5.6 Recommendations for Future Study

With a view to conquering the above limitations, this study recommends that future studies be conducted on other variables related to organizational performance. As this study is cross-sectional in nature, thus, future studies should consider data collection over a long period of time to have sufficient time for it. Considering the cause and effect relationship of organizational performance future studies should investigate in more detail the nature of the relationship. This study uses only the mid-level employees as the respondents; all level of employees including the junior level should be covered in the future studies. The present study employs quantitative research design; a mixed triangulation design may be employed in future research. As an example, a qualitative interview with the respondent may provide better understanding of the relationship between the variables.

The current study was conducted in the government-owned mobile phone companies in Bangladesh. An opportunity is there to replicate the research in other government sectors in Bangladesh as well. Only the mobile phone sector is the main focus of this study; thus, similar studies can be conducted in other sectors, such as service or booming industrial sectors. Like other previous studies in the current study it has been found that effective leadership is a key to successful performance of organizations. Therefore, leaders or owners of the organizations should evaluate their own leadership styles and of their managers regularly as these variables contribute to the overall performance. In the present study, job engagement is used as the mediator variable. The study results show that job engagement is a significant mediator between leadership styles, organizational structure and organizational performance and it mediates leadership styles and organizational performance fully. But job engagement mediates organizational structure and organizational performance partially. A larger sample is required with a view to finding out whether job engagement fully mediates the relationship.

The study findings suggest that leadership styles, organizational structure, and job engagement are significant predictors of organizational performance. The appropriate type of leadership style and organizational structure should be investigated in future study for developing leaders into transformational leaders with a high level of job engagement.

5.7 Conclusion

In light of the study and on the basis of the research findings, it can be concluded that the study revealed the relationship between transformational leadership style and organizational performance is statistically significant; whereas, the relationship between transactional leadership style and passive-avoidant leadership style with organizational performance is not significant statistically. Similarly, the relationship between transformational leadership style and job engagement is significant statistically; but the relationship between transactional leadership style and passive-avoidant leadership style with job engagement is not significant statistically. Additionally, organizational structure with the relationship between organizational performance and job engagement relationship is statistically significant. The study has also provided empirical evidence of a significant relationship between job engagement and organizational performance. By addressing the high level of job engagement mobile phone companies can improve the level of their performance. In addition, the present study has contributed to the body of knowledge by providing empirical evidence about the mediating influence of job engagement on the relationship between leadership style, organizational structure, and organizational performance.

Moreover, all the research objectives and research questions were answered. The theoretical framework is in line with the underpinning theories that were used to explain the research framework. The study findings emphasize the application and importance of transformational leadership style to boost up organizational performance. In a nutshell, it is expected that this study will help throw some light on the significance of leadership style, job engagement and organizational structure and how they can benefit the organization as a whole.

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APPENDIX A: SURVEY QUESTIONNAIRE



Job Engagement as the Mediator on the relationship between Leadership Styles, Organizational Structure and Organizational Performance: Study on Government Owned Mobile Phone Company in Bangladesh

Dear Respondent,

Heartiest thanks for contributing time to complete this survey. Your contribution is highly appreciated.

I am a Doctoral Candidate at the Universiti Utara Malaysia under College of Business conducting research on the aforesaid topic. The purpose of this study is to get your valuable opinions about a number of factors that are relevant to your organization. This is not a test. There is no correct or wrong answer to any question.

Your responses to this questionnaire were provide us with valuable feedback about how to expedite organizational performance through team effort under appropriate leadership. Furthermore, as you reflect on the questions, you likely were obtain new ideas to improve your own daily work with job engagement.

The information you provide will be treated as *strictly confidential*. All analyses will be conducted on an aggregate level with no reference to individual responses.

The whole process will take you about 20-25 minutes. Don't worry or puzzle on individual question. Response quickly and record your immediate thoughts.

If you have any questions please contact Khan Sarfaraz Ali (e-mail: sarfarazbim@gmail.com, Phone: +880817528067). This research is being conducted under the supervisors: Associate Prof. Dr. Fais Bin Ahmad and Associate Prof. Dr. Husna Johari.

Thank you very much for kind cooperation in this study.

Khan Sarfaraz Ali
Doctoral Candidate (94373)
College of Business, Universiti Utara Malaysia
06010, Sintok, Kedah, Darul Aman
Malaysia.

SECTION 1: DEMOGRAPHIC PROFILE OF THE RESPONDENTS

[Please put tick (✓) on the item that reflects your answer from the list of options]

1. Gender:

Male ☐

Female ☐

2. Age:

25 years and less ☐

26 - 35 year ☐

36- 45 years ☐

46- 55 years ☐

More than 55 years ☐

3. Marital Status

Single ☐

Married ☐

Divorced ☐

Widowed ☐

4. Educational level

Less than Secondary School ☐

Secondary School ☐

Higher Secondary School ☐

Bachelor/Graduate degree ☐

Masters/Equivalent degree ☐

M. Phil/Doctorate ☐

Others (if any) ☐

5. Department

Finance/Accts dept. ☐

Sales/Marketing dept. ☐

HR/Admin dept. ☐

Public Relations dept. ☐

Technical dept. ☐

IT dept. ☐

Customer Service dept. ☐

Operation dept. ☐

Other dept. (specify) ☐

6. Tenure of service in this organization

2 years and less ☐

3 - 6 years ☐

7 - 10 years ☐

More than 10 years ☐

7. Designation

Junior Executive ☐

Mid-level Executive ☐

Manager/Officer ☐

Sr. Manager/Officer ☐

Senior Staff ☐

Temporary Staff ☐

Others (pls specify) ☐

8. Type of Employment

Direct Recruitment ☐

Deputation ☐

Contract basis ☐

Transfer ☐

Others (if any) ☐

SECTION 2: LEADERSHIP STYLES

Please place tick (✓) on number in each box that you think correct for each question.

SL.	Following items will examine your thinking about Transformational Leadership Styles	(0) Not at all	(1) Once in a while	(2) Sometimes	(3) Fairly Often	(4) Frequently, if not Always
1.	Re-examines critical assumptions to question whether they are appropriate					
2.	Talks about his/her most important values and beliefs					
3.	Seeks differing perspectives when solving problems					
4.	Talks optimistically about the future					
5.	Instills pride in me for being associated with him/her					
6.	Talks enthusiastically about what needs to be accomplished					
7.	Specifies the importance of having a strong sense of purpose					
8.	Spends time teaching and coaching subordinates					
9.	Goes beyond self-interest for the good of the group					
10.	Treats me as an individual rather than just as a member of a work group					
11.	Acts in ways that builds my respect					
12.	Considers the moral and ethical consequences of decisions					
13.	Displays a sense of power and confidence					
14.	Articulates compelling visions of the future					
15.	Considers me as having different needs, abilities, and aspirations from others					
16.	Gets me to look at problems from many different angles					

17.	Helps me develop my strength					
18.	Suggests new ways of looking at how to complete assignments					
19.	Emphasizes the importance of having a collective sense of mission					
20.	Expresses confidence that goals were be achieved					
SL.	Following items will examine your thinking about Transactional Leadership Styles	(0) Not at all	(1) Once in a while	(2) Sometimes	(3) Fairly Often	(4) Frequently, if not Always
21.	Makes clear what one can expect goals are achieved					
22.	Keeps track of all mistakes					
SL.	Following items will examine your thinking about Passive-Avoidant Leadership Styles	(0) Not at all	(1) Once in a while	(2) Sometimes	(3) Fairly Often	(4) Frequently, if not Always
23.	Awaits for things to go wrong before taking action					
24.	Avoids making decisions					

SECTION 3: ORGANIZATIONAL STRUCTURE

SL.	Following items will examine your thinking about Organizational Structure	(0) Strongly disagree	(1) Disagree	(2) Average	(3) Agree	(4) Strongly agree
25.	Organizational formation is more flexible to suit the uncertain environment					
26.	Organization is in proper control and good communication					
27.	Openness to learning best practices and exchange lessons					
28.	Suitable empowerment, delegating to tap subordinates' full potential					
29.	Encourages decision-making and assumption of authority and responsibility					
30.	It is a learning organization					

SECTION 4: JOB ENGAGEMENT

SL.	Following items will examine your thinking about Job Engagement	(0) Never	(1) Rarely, once a month	(2) sometimes, a few times a month	(3) often, few times a week	(4) always, everyday
31.	At work, feels bursting with energy					
32.	Finds the work with meaning and purposeful					
33.	Time flies when works					
34.	At job, feels strong and vigorous					
35.	Enthusiastic about the job					
36.	During work forgets everything else around					
37.	This job inspires					
38.	After getting up in the morning, feels like going to work					
39.	Feels happy when works intensely					
40.	Proud of the work that is doing					
41.	Immersed in this work					
42.	Can continue working for very long periods at a time					
43.	This job seems challenging					
44.	Get carried away when in work					
45.	At the job, very resilient, mentally					
46.	It is difficult to detach from the job					
47.	At the work, always persevere, even when things do not go well					

SECTION 5: ORGANIZATIONAL PERFORMANCE

SL.	Following items will examine your thinking about Organizational Performance	(0) Strongly disagree	(1) Disagree	(2) Average	(3) Agree	(4) Strongly agree
48.	Concerned department has good budget management					
49.	Operation in this department is not cost saving					
50.	This department decreasing in productivity					
51.	This department reduced unit cost of service delivered					
52.	This department has high community demand					
53.	This department emphasized on customer satisfaction					
54.	This department emphasized on timeliness of service delivered					
55.	This department maintains good reputation among our customers					
56.	This department maintains the high level of motivation amongst employee					
57.	This department is successful in implementing employee development programs (training)					
58.	This department maintains high level of employee health and safety					
59.	This department has work climate support of obtaining department's objectives					
60.	This department has successfully identified the emerging needs of customers/community					
61.	This department has taken a long time in introducing new service/product					
62.	This department utilizes latest technology for increasing effectiveness					
63.	This department has successfully developed procedure to improve quality of service/product offered					

APPENDIX B: RELIABILITY TEST OF PILOT STUDY

Table B1

Independent Variable: Transformational Leadership

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.938	.939	20

Table B2

Independent Variable: Transactional Leadership

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.712	.715	2

Table B3

Independent Variable: Passive-Avoidant Leadership

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.633	.635	2

Table B4

Independent Variable: Organizational Structure

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.613	.634	5

Table B5

Mediating Variable: Job Engagement

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.887	.20	17

Table B6

Dependent Variable: Organizational Performance

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.709	.709	10

Table B7

Construct Reliability and Validity

	Cronbach's Alpha	rho_A	Composite Reliability	AVE
Job Eng.	0.924	0.928	0.935	0.526
Organizational Performance	0.913	0.917	0.928	0.563
Organizational Structure	0.778	0.777	0.871	0.693
Passive-avoidant leadership Style	0.499	0.602	0.788	0.654
Transactional Leadership Style	0.456	0.653	0.762	0.626
Transformational Leadership Style	0.948	0.953	0.953	0.561

APPENDIX C: NON-RESPONSE BIAS

Table C1

Non-Response Bias

	Test Response	N	Mean	Std. Deviation	Std. Error Mean
LEAD_STYLE	EARLY RESPONSE	166	60.7229	9.47061	.73506
	LATE RESPONSE	53	70.2500	9.18321	1.38442
ORG._STR.	EARLY RESPONSE	166	15.0482	2.67379	.20753
	LATE RESPONSE	53	15.0909	2.33097	.35141
JOB_ENG.	EARLY RESPONSE	166	45.2892	8.61926	.66898
	LATE RESPONSE	53	53.3636	10.61173	1.59978
ORG._PER.	EARLY RESPONSE	166	41.6386	3.97745	.30871
	LATE RESPONSE	53	43.8864	4.27114	.64390

APPENDIX D: MEASUREMENT MODEL

Table D1

Cross Loadings of the Constructs

Constructs	JE	TFLS	TSLS	PALS	OP	OS
JobEng1	0.621	0.474	0.298	-0.298	0.325	0.373
JobEng10	0.772	0.591	0.305	-0.322	0.337	0.289
JobEng11	0.808	0.564	0.272	-0.287	0.390	0.225
JobEng12	0.774	0.585	0.280	-0.353	0.402	0.241
JobEng16	0.625	0.472	0.181	-0.203	0.189	0.171
JobEng17	0.566	0.405	0.127	-0.184	0.309	0.239
JobEng3	0.794	0.608	0.356	-0.422	0.246	0.266
JobEng4	0.737	0.533	0.254	-0.327	0.222	0.236
JobEng5	0.760	0.606	0.280	-0.357	0.261	0.299
JobEng6	0.758	0.521	0.271	-0.195	0.232	0.232
JobEng7	0.747	0.578	0.334	-0.247	0.258	0.231
JobEng8	0.669	0.446	0.188	-0.215	0.262	0.229
JobEng9	0.751	0.547	0.244	-0.303	0.373	0.254
LeadSt1	0.566	0.705	0.342	-0.410	0.257	0.268
LeadSt10	0.531	0.755	0.263	-0.355	0.425	0.369
LeadSt11	0.623	0.786	0.315	-0.347	0.309	0.359
LeadSt12	0.510	0.736	0.269	-0.227	0.114	0.215
LeadSt13	0.592	0.815	0.305	-0.350	0.261	0.195
LeadSt14	0.624	0.819	0.341	-0.314	0.277	0.288
LeadSt15	0.440	0.663	0.239	-0.154	0.042	0.048
LeadSt16	0.437	0.674	0.251	-0.236	0.006	0.109
LeadSt2	0.587	0.719	0.387	-0.426	0.383	0.324
LeadSt21	0.377	0.452	0.936	-0.216	0.000	0.103
LeadSt22	0.145	0.150	0.612	-0.142	0.149	0.176
LeadSt23	-0.395	-0.400	-0.196	0.912	-0.233	-0.245
LeadSt24	-0.225	-0.301	-0.186	0.690	-0.130	-0.293
LeadSt3	0.640	0.824	0.405	-0.431	0.239	0.278

LeadSt4	0.583	0.759	0.380	-0.310	0.308	0.291
LeadSt5	0.592	0.797	0.388	-0.415	0.370	0.421
LeadSt6	0.626	0.812	0.348	-0.418	0.386	0.347
LeadSt7	0.510	0.731	0.272	-0.198	0.175	0.147
LeadSt8	0.389	0.626	0.276	-0.112	-0.037	-0.008
LeadSt9	0.496	0.728	0.293	-0.317	0.387	0.346
OP1	0.339	0.264	0.117	-0.223	0.817	0.429
OP10	0.257	0.317	0.016	-0.134	0.676	0.281
OP12	0.314	0.235	-0.044	-0.167	0.739	0.303
OP13	0.277	0.341	0.042	-0.123	0.697	0.291
OP2	0.344	0.263	0.096	-0.207	0.805	0.413
OP3	0.312	0.232	-0.067	-0.184	0.723	0.291
OP5	0.274	0.335	0.057	-0.134	0.697	0.283
OP6	0.334	0.264	0.107	-0.208	0.791	0.389
OP7	0.314	0.245	0.097	-0.218	0.808	0.418
OP9	0.283	0.201	-0.054	-0.139	0.730	0.267
OrgSt4	0.306	0.332	0.149	-0.170	0.343	0.847
OrgSt5	0.297	0.324	0.153	-0.266	0.363	0.855
OrgSt6	0.271	0.242	0.076	-0.343	0.424	0.794

Table D2

Discriminant Validity Fornell-Larcker Criterion

Variables	JE	OP	OS	PAL	TSLS	TFLS	AVE
Job Engagement	0.723						0.526
Organizational Performance	0.423	0.749					0.563
Organizational Structure	0.352	0.460	0.831				0.693
Passive-Avoidant Leadership Style	-0.399	-0.236	-0.319	0.808			0.654
Transactional Leadership Style	0.153	0.150	0.180	-0.146	0.742		0.626
Transformational Leadership Style	0.710	0.419	0.402	-0.463	0.210	0.735	0.561

Note: Values in the diagonal (**bolded**) represent the square root of the AVE while the off-diagonals are correlations of the constructs

APPENDIX E: STRUCTURAL MODEL

Table E1

R Square

	R Square	R Square Adjusted
Job Engagement	0.564	0.557
Organizational Performance	0.293	0.278

Table E2

Path Coefficients

Direct and Indirect Path	Beta (β)	Std. Error	T Value	P Value
Transformational Leadership Style -> OP	0.130	0.075	1.724	0.042
Transactional Leadership Style -> OP	0.033	0.113	0.294	0.385
Passive-Avoidant Leadership Style -> OP	0.020	0.059	0.335	0.369
Transformational Leadership Style -> Job Eng.	0.647	0.042	15.309	0.000
Transactional Leadership Style -> Job Eng.	0.057	0.051	1.114	0.133
Passive-Avoidant Leadership Style -> Job Eng.	-0.082	0.046	1.769	0.038
Organizational Structure -> OP	0.333	0.064	5.203	0.000
Organizational Structure -> Job Eng.	0.089	0.054	1.633	0.051
Job Engagement -> OP	0.212	0.077	2.754	0.003
Transformational Leadership Style -> OP	0.175	0.053	3.278	0.001
Transactional Leadership Style -> OP	0.015	0.015	0.995	0.160
Passive-Avoidant Leadership Style -> OP	0.020	0.015	1.344	0.090
Organizational Structure -> OP	0.022	0.015	1.441	0.075

Table E3

Mediation Results

H ₀	Model Path Relationship	Direct Effect (DE)	Indirect Effects (IE)	Total Effects (TE)	VAF (IE / TE)	Decision
H ₁₀	TFLS -> JE ->OP	0.1724	0.783	2.507	0.31**	Partial Mediation
H ₁₁	TSLS -> JE ->OP	0.294	1.640	1.934	0.84***	Full Mediation
H ₁₂	PALS -> JE -> OP	0.335	0.385	0.720	0.53**	Partial Mediation
H ₁₃	OS -> JE ->OP	5.203	5.762	10.965	0.52**	Partial Mediation

Note: VAF<0.20*; 0.20≤VAF≤0.80**; VAF>0.80***

Table E4

Effect Sizes of the Coefficient of Determination (f^2)

Latent Constructs	JE	OP
Job Engagement		0.044
Organizational Structure	0.013	0.141
Transformational Leadership Style	0.641	0.004
Transactional Leadership Style	0.006	0.021
Passive-Avoidant leadership Style	0.010	0.000

Table E5

Construct Cross-Validated Redundancy (Q^2)

Constructs	SSO	SSE	$Q^2 (=1-SSE/SSO)$
Job Engagement	3133	2279	0.272
Organizational Performance	2410	2048	0.15
Organizational Structure	723	723	
Passive-Avoidant leadership Style	482	482	
Transactional Leadership Style	482	482	
Transformational Leadership Style	3856	3856	

Table E6

Model Fit Summary

Criterion	Saturated Model	Estimated Model
SRMR (Standardized Root Mean Square Residual)	0.099	0.099
d_ ULS (Square Euclidean Distance)	10.639	10.639
d_ G1 (Geodesic Distance)	8.042	8.042
d_ G2	7.711	7.711
Chi-Square	6,431.419	6,431.419
NFI	0.460	0.460

APPENDIX F: BRIEF PROFILE OF THE EXPERTS

Table F1

Professor Dr. Nazrul Islam

Description	Achievements
Current Position	Professor and Dean School of Business, Uttara University, Dhaka-1230, Bangladesh
Research Area	Human Resource Management, Behavioral Management
Research Publication	International Referred Journal : 35 National Referred Journal : 30 International Conference Paper : 30
Book Publication	1. Global Technological Change Impact on Textile and Garment Workers, Ahmed Publishing House, Dhaka, 2006 2. Entrepreneurship Development: An Operational Approach with Special Emphasis on Bangladesh, University Press Limited, Dhaka, 2000
PhD Title	The Impact of Global Technological Change Impact on Textile and Garment Workers: A Comparative Study of Bangladesh and Thailand
Others	Supervision of PhD Students (at present) : 5

Table F2

Associate Prof. Dr. Muhammad Shariat Ullah

Description	Achievements
Current Position	Associate Professor Dept. of Organization Strategy and Leadership, Dhaka University, Bangladesh
Research Area	International Business, Labour Migration, Total Quality Management
Research Publication	International Referred Journal : National Referred Journal : International Conference Paper :
PhD Title	Impact of RTA and PTA on Bangladesh's Export: Application of a Gravity Model
Others	Supervision of PhD Students (at present) : 4 Supervision of M.Phil Students (at present) : 5

APPENDIX G: CONTENT VALIDITY

G1: OPINION OF DR. MUHAMMAD SHARIAT ULLAH



Department of Organization Strategy & Leadership

APPENDIX B: EXPERT OPINION ON THE SURVEY INSTRUMENT

III. Opinion of Associate Professor Dr. Shariat Ullah on the Content Validity of the Survey Instrument

Ref: Opinion/Content Validity/PhD/Sarfraz Date: 11.03.2018

It is an immense pleasure for me to go through the questionnaire of the study entitled 'Job Engagement as the Mediator on the relationship between Leadership Styles, Organizational Structure and Organizational Performance: Study on Government Owned Mobile Phone Company in Bangladesh' by Khan Sarfraz Ali, which has been prepared in the context of a developing country like Bangladesh. In my opinion, the language of the items of the questionnaire is easy for the understanding of the respondents and is appropriate to dig out the actual scenario of the leadership styles, job engagement and performance of the government owned mobile phone company in Bangladesh.

I think the survey questionnaire of the study has been adapted very consciously for the employees of government owned mobile phone company in Bangladesh. The detailed comments on the items of the questionnaire are presented in the respective boxes of the variables in some pages attached herewith.


(Dr. Muhammad Shariat Ullah)
Associate Professor
e-mail: shariat@du.ac.bd

APPENDIX A: RESEARCH QUESTIONNAIRE



APPENDIX 1: RESEARCH QUESTIONNAIRE

Job Engagement as the Mediator on the relationship between Leadership Styles, Organizational Structure and Organizational Performance: Study on Government Owned Mobile Phone Company in Bangladesh

Dear Respondent,

Heartiest thanks for contributing time to complete this survey. Your contribution is highly appreciated.

I am a Doctoral Candidate at the Universiti Utara Malaysia under College of Business conducting research on the aforesaid topic. The purpose of this study is to get your valuable opinions about a number of factors that are relevant to your organization. This is not a test. There is no correct or wrong answer to any question.

Your responses to this questionnaire were provide us with valuable feedback about how to expedite organizational performance through team effort under appropriate leadership. Furthermore, as you reflect on the questions, you likely were obtain new ideas to improve your own daily work with job engagement.

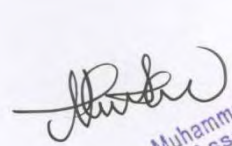
The information you provide will be treated as *strictly confidential*. All analyses were be conducted on an aggregate level with no reference to individual responses.

The whole process were take you about 20-25 minutes. Don't worry or puzzle on individual question. Response quickly and record your immediate thoughts.

If you have any questions please contact Khan Sarfaraz Ali (e-mail: sarfarazbim@gmail.com, Phone: +880817528067). This research is being conducted under the supervisors: Associate Prof. Dr. Fais Bin Ahmad and Associate Prof. Dr. Husna Johari.

Thank you very much for kind cooperation in this study.

Khan Sarfaraz Ali
Doctoral Candidate (94373)
College of Business, Universiti Utara Malaysia
06010, Sintok, Kedah, Darul Aman
Malaysia.


Muhammad Shariat Ullah, PhD
Associate Professor
Department of Organization
Strategy & Leadership
University of Dhaka

APPENDIX 2: DEMOGRAPHIC PROFILE OF THE RESPONDENTS

[Please put tick (✓) on item that reflect your answer from the list of options that followed each question]

1. Gender:

Male ☐

Female ☐

2. Age:

25 years and less ☐

26 - 35 year ☐

36- 45years ☐

46- 55years ☐

More than 55years ☐

3. Marital Status

Single ☐

Married ☐

Divorced ☐

Widowed ☐

4. Educational level

Less than Secondary School ☐

Secondary School ☐

Higher Secondary School ☐

Bachelor/Graduate degree ☐

Masters/Equivalent degree ☐

M. Phil/Doctorate ☐

Others (if any) ☐

5. Department

Finance/Accts dept. ☐

Sales/Marketing dept. ☐

HR/Admin dept. ☐

Public Relations dept. ☐

Technical dept. ☐

IT dept. ☐

Customer Service dept. ☐

Operation dept. ☐

Other dept. (specify) ☐

6. Tenure of service in this organization

2 years and less ☐

3 - 6 years ☐

7 - 10 years ☐

More than 10 years ☐

7. Designation

Junior Executive ☐

Mid-level Executive ☐

Manager/Officer ☐

Sr. Manager/Officer ☐

Senior Staff ☐

Temporary Staff ☐

Others (pls specify) ☐

8. Type of Employment

Direct Recruitment ☐

Deputation ☐

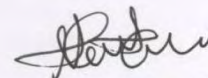
Contract basis ☐

Transfer ☐

Others (if any) ☐

Comments:

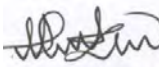
The items of demographic variables are enough to describe the profile of the respondents of Govt. owned Mobile Phone Company (TELETALK) in Bangladesh. These items may be used for some other analyses of the study if necessary arises.


Muhammad Shariat Ullah, PhD
Associate Professor
Department of Organization
Strategy & Leadership
University of Dhaka

APPENDIX 3: LEADERSHIP STYLES

Please place tick (✓) on number in each box that you think appropriate for each question.

SL.	Following items examine your thinking about Transformational Leadership Styles	(0) Not at all	(1) Once in a while	(2) Sometimes	(3) Fairly Often	(4) Frequently, if not Always
1.	Re-examines critical assumptions to question whether they are appropriate					
2.	Talks about his/her most important values and beliefs					
3.	Seeks differing perspectives when solving problems					
4.	Talks optimistically about the future					
5.	Instills pride in me for being associated with him/her					
6.	Talks enthusiastically about what needs to be accomplished					
7.	Specifies the importance of having a strong sense of purpose					
8.	Spends time teaching and coaching subordinates					
9.	Goes beyond self-interest for the good of the group					
10.	Treats me as an individual rather than just as a member of a work group					
11.	Acts in ways that builds my respect					
12.	Considers the moral and ethical consequences of decisions					
13.	Displays a sense of power and confidence					
14.	Articulates compelling visions of the future					
15.	Considers me as having different needs, abilities, and aspirations from others					
16.	Gets me to look at problems from many different angles					
17.	Helps me develop my strength					
18.	Suggests new ways of looking at how to complete assignments					
19.	Emphasizes the importance of having a collective sense of mission					
20.	Expresses confidence that goals were achieved					

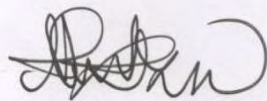

 Muhammad Shariq Ullah, PhD
 Associate Professor
 Department of Organization
 Strategy & Leadership
 University of Dhaka

SL.	Following items examine your thinking about Transactional Leadership Styles	(0) Not at all	(1) Once in a while	(2) Sometimes	(3) Fairly Often	(4) Frequently, if not Always
21.	Makes clear what one can expect goals are achieved					
22.	Keeps track of all mistakes					
SL.	Following items examine your thinking about Passive-Avoidant Leadership Styles	(0) Not at all	(1) Once in a while	(2) Sometimes	(3) Fairly Often	(4) Frequently, if not Always
23.	Awaits for things to go wrong before Taking action					
24.	Avoids making decisions					

Adapted from: Bass & Avolio (2004)

Comments:

The above items for the measurement of leadership styles seem suitable for the mobile phone company in Bangladesh. In my opinion, the items are appropriate to measure the leadership style of govt. owned mobile phone company in Bangladesh.



Muhammad Shariat Ullah, PhD
Associate Professor
Department of Organization
Strategy & Leadership
University of Dhaka

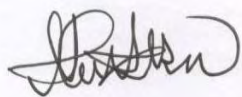
APPENDIX 4: ORGANIZATIONAL STRUCTURE

SL.	Following items examine your thinking about Organizational Structure	(0) Strongly disagree	(1) Disagree	(2) Average	(3) Agree	(4) Strongly agree
25.	Organizational formation is more flexible to suit the uncertain environment					
26.	Organization is in proper control and good communication					
27.	Openness to learning best practices and exchange lessons					
28.	Suitable empowerment, delegating to tap subordinates' full potential					
29.	Encourages decision-making and assumption of authority and responsibility					
30.	It is a learning organization					

Adapted from: Miesing (2006), Lotti et al. (2006), Garcia-Morales (2007) & Koontz & Weihrich (1990)

Comments:

The above items for the measurement of organizational structure seem suitable for the mobile phone company in Bangladesh. In my opinion, the items are appropriate to measure the structure of the govt. owned mobile phone company in Bangladesh.



Muhammad Shariat Ullah, PhD
Associate Professor
Department of Organization
Strategy & Leadership
University of Dhaka

APPENDIX 6: ORGANIZATIONAL PERFORMANCE

SL.	Following items examine your thinking about Organizational Performance	(0) Strongly disagree	(1) Disagree	(2) Average	(3) Agree	(4) Strongly agree
48.	Concerned department has good budget management					
49.	Operation in this department is not cost saving					
50.	This department decreasing in productivity					
51.	This department reduced unit cost of service delivered					
52.	This department has high community demand					
53.	This department emphasized on customer satisfaction					
54.	This department emphasized on timeliness of service delivered					
55.	This department maintains good reputation among our customers					
56.	This department maintains the high level of motivation amongst employee					
57.	This department is successful in implementing employee development programs (training)					
58.	This department maintains high level of employee health and safety					
59.	This department has work climate support of obtaining department's objectives					
60.	This department has successfully identified the emerging needs of customers/community					
61.	This department has taken a long time in introducing new service/product					
62.	This department utilizes latest technology for increasing effectiveness					
63.	This department has successfully developed procedure to improve quality of service/product offered					

Adapted from: Kaplan & Norton (1992)& Kanji (2002)

Comments:

The above items for the measurement of organizational performance seem suitable for the mobile phone company in Bangladesh. In my opinion, the items are appropriate to measure the performance of the govt. owned mobile phone company in Bangladesh.

G2: OPINION OF PROF. DR. NAZRUL ISLAM



Ref

Date:

Ref: Opinion/Content Validity/PhD/Sarfuraz

Date: 19.03.2018

EXPERT OPINION ON THE SURVEY INSTRUMENT

I am pleased to go through the questionnaire of the PhD study of Mr. Khan Sarfuraz Ali entitled 'Job Engagement as the Mediator on the Relationship between Leadership Styles, Organizational Structure and Organizational Performance: Study on Government Owned Mobile Phone Company in Bangladesh' that has been prepared in the context of Bangladesh. In my view point, the language of the items of the questionnaire is easy for the understanding and appropriate to find out the real situation of leadership styles, job engagement and performance of the government owned mobile phone Company in Bangladesh.

So far I have seen the survey questionnaire has been adapted very consciously for the study respondents. The detailed opinion on the items of the questionnaire are mentioned in respective boxes of the variables in the pages attached herewith.

(Dr. Dr. Nazrul Islam)

Professor and Dean
School of Business
e-mail: nazrulku@gmail.com

APPENDIX 2: DEMOGRAPHIC PROFILE OF THE RESPONDENTS

[Please put tick (✓) on item that reflect your answer from the list of options that followed each question]

1. Gender:

Male ☐

Female ☐

2. Age:

25 years and less ☐

26 - 35 year ☐

36- 45 years ☐

46- 55 years ☐

More than 55 years ☐

3. Marital Status

Single ☐

Married ☐

Divorced ☐

Widowed ☐

4. Educational level

Less than Secondary School ☐

Secondary School ☐

Higher Secondary School ☐

Bachelor/Graduate degree ☐

Masters/Equivalent degree ☐

M. Phil/Doctorate ☐

Others (if any) ☐

5. Department

Finance/Accts dept. ☐

Sales/Marketing dept. ☐

HR/Admin dept. ☐

Public Relations dept. ☐

Technical dept. ☐

IT dept. ☐

Customer Service dept. ☐

Operation dept. ☐

Other dept. (specify) ☐

6. Tenure of service in this organization

2 years and less ☐

3 - 6 years ☐

7 - 10 years ☐

More than 10 years ☐

7. Designation

Junior Executive ☐

Mid-level Executive ☐

Manager/Officer ☐

Sr. Manager/Officer ☐

Senior Staff ☐

Temporary Staff ☐

Others (pls specify) ☐

8. Type of Employment

Direct Recruitment ☐

Deputation ☐

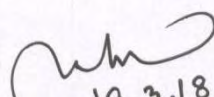
Contract basis ☐

Transfer ☐

Others (if any) ☐

Comments:

The items of demographic variables are enough to describe the profile of the respondents of Govt. owned Mobile Phone Company (TELETALK) in Bangladesh. These items may be used for some other analyses of the study if necessary arises.


19.3.18
Dr. Nazrul Islam
Professor & Dean
School of Business
Uttara University

APPENDIX 3: LEADERSHIP STYLES

Please place tick (✓) on number in each box that you think correct for each question.

SL.	Following items were examine your thinking about Transformational Leadership Styles	(0) Not at all	(1) Once in a while	(2) Sometimes	(3) Fairly Often	(4) Frequently, if not Always
1.	Re-examines critical assumptions to question whether they are appropriate					
2.	Talks about his/her most important values and beliefs					
3.	Seeks differing perspectives when solving problems					
4.	Talks optimistically about the future					
5.	Instills pride in me for being associated with him/her					
6.	Talks enthusiastically about what needs to be accomplished					
7.	Specifies the importance of having a strong sense of purpose					
8.	Spends time teaching and coaching subordinates					
9.	Goes beyond self-interest for the good of the group					
10.	Treats me as an individual rather than just as a member of a work group					
11.	Acts in ways that builds my respect					
12.	Considers the moral and ethical consequences of decisions					
13.	Displays a sense of power and confidence					
14.	Articulates compelling visions of the future					
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16.	Gets me to look at problems from many different angles					
17.	Helps me develop my strength					
18.	Suggests new ways of looking at how to complete assignments					
19.	Emphasizes the importance of having a collective sense of mission					
20.	Expresses confidence that goals were be achieved					

Dr. Nazrul Islam
Professor & Dean
School of Business
Uttara University

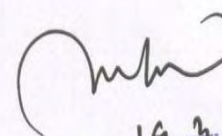
SL.	Following items were examine your thinking about Transactional Leadership Styles	(0) Not at all	(1) Once in a while	(2) Sometimes	(3) Fairly Often	(4) Frequently, if not Always
21.	Makes clear what one can expect goals are achieved					
22.	Keeps track of all mistakes					
SL.	Following items were examine your thinking about Passive-Avoidant Leadership Styles	(0) Not at all	(1) Once in a while	(2) Sometimes	(3) Fairly Often	(4) Frequently, if not Always
23.	Awaits for things to go wrong before taking action					
24.	Avoids making decisions					

Universiti Utara Malaysia

Adapted from: Bass & Avolio (2004)

Comments:

The above items for the measurement of leadership styles seem suitable for the mobile phone company in Bangladesh. In my opinion, the items are considered appropriate to measure the leadership style of govt. owned mobile phone company in Bangladesh.


 19.3.18
 Dr. Nazimul Islam
 Professor & Dean
 School of Business
 Utara University

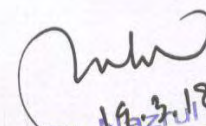
APPENDIX 4: ORGANIZATIONAL STRUCTURE

SL.	Following items were examine your thinking about Organizational Structure	(0) Strongly disagree	(1) Disagree	(2) Average	(3) Agree	(4) Strongly agree
25.	Organizational formation is more flexible to suit the uncertain environment					
26.	Organization is in proper control and good communication					
27.	Openness to learning best practices and exchange lessons					
28.	Suitable empowerment, delegating to tap subordinates' full potential					
29.	Encourages decision-making and assumption of authority and responsibility					
30.	It is a learning organization					

Adapted from: Miesing (2006), Lotti et al. (2006), García-Morales (2007) & Koontz & Weihrich (1990)

Comments:

The above items for the measurement of organizational structure seem suitable for the mobile phone company in Bangladesh. In my opinion, the items are considered appropriate to measure the structure of the govt. owned mobile phone company in Bangladesh.


Dr. Nazul Islam
 Professor & Dean
 School of Business
 Uttara University

APPENDIX 5: JOB ENGAGEMENT

SL.	Following items were examine your thinking about Job Engagement	(0) Never	(1) Rarely, once a month	(2) sometimes, a few times a month	(3) often, few times a week	(4) always, everyday
31.	At work, feels bursting with energy					
32.	Finds the work with meaning and purposeful					
33.	Time flies when works					
34.	At job, feels strong and vigorous					
35.	Enthusiastic about the job					
36.	During work forgets everything else around					
37.	This job inspires					
38.	After getting up in the morning, feels like going to work					
39.	Feels happy when works intensely					
40.	Proud of the work that is doing					
41.	Immersed in this work					
42.	Can continue working for very long periods at a time					
43.	This job seems challenging					
44.	Get carried away when in work					
45.	At the job, very resilient, mentally					
46.	It is difficult to detach from the job					
47.	At the work, always persevere, even when things do not go well					

Adapted from: Schaufeli and Baker (2002)

Comments:

The above items for the measurement of job engagement seem suitable for the mobile phone company in Bangladesh. In my opinion, the items are considered appropriate to measure the engagement in the govt. owned mobile phone company in Bangladesh.

Muhammad
Dr. Nazmul Islam
 Professor & Dean
 School of Business
 Utara University

APPENDIX 6: ORGANIZATIONAL PERFORMANCE

SL.	Following items were examine your thinking about Organizational Performance	(0) Strongly disagree	(1) Disagree	(2) Average	(3) Agree	(4) Strongly agree
48.	Concerned department has good budget management					
49.	Operation in this department is not cost saving					
50.	This department decreasing in productivity					
51.	This department reduced unit cost of service delivered					
52.	This department has high community demand					
53.	This department emphasized on customer satisfaction					
54.	This department emphasized on timeliness of service delivered					
55.	This department maintains good reputation among our customers					
56.	This department maintains the high level of motivation amongst employee					
57.	This department is successful in implementing employee development programs (training)					
58.	This department maintains high level of employee health and safety					
59.	This department has work climate support of obtaining department's objectives					
60.	This department has successfully identified the emerging needs of customers/community					
61.	This department has taken a long time in introducing new service/product					
62.	This department utilizes latest technology for increasing effectiveness					
63.	This department has successfully developed procedure to improve quality of service/product offered					

Adapted from: Kaplan & Norton (1992) & Kanji (2002)

Comments:

The above items for the measurement of organizational performance seem suitable for the mobile phone company in Bangladesh. In my opinion, the items are considered appropriate to measure the performance of the govt. owned mobile phone company in Bangladesh.

[Signature]
Dr. Nurul Islam
Professor & Dean
School of Business
Uttara University

APPENDIX H: TRANSLATION OF QUESTIONNAIRE

Department of Information Science
& Library Management
UNIVERSITY OF DHAKA



তথ্যবিজ্ঞান ও গ্রন্থাগার ব্যবস্থাপনা বিভাগ
ঢাকা বিশ্ববিদ্যালয়

APPENDIX C: CERTIFICATION OF THE TRANSLATION OF THE QUESTIONNAIRE

Ref. Translation/Ques./Ph.D./Sarfaraz-1

Date: 12.03.2018

Questionnaire Translation Certificate

This is to certify that the questionnaire of the study entitled "Job Engagement as the Mediator on the relationship between Leadership Styles, Organizational Structure and Organizational Performance: Study on Government Owned Mobile Phone Company in Bangladesh" has been translated appropriately into Bangla. I have gone through both the questionnaires minutely and carefully, and found the Bangla questionnaire is accurately translated from the English version questionnaire of the study.

In my opinion, the survey questionnaire of the study has been designed carefully for the respective respondents. Both the English version and Bangla version of the questionnaires are presented in the following pages.

A handwritten signature in green ink, reading 'Muhammad Mezba-ul-Islam'.

Muhammad Mezba-ul-Islam, Ph.D.
Professor and Chairman
E-mail: mezbah2000@du.ac.bd



গবেষণা প্রশ্নপত্র

Job Engagement as the Mediator on the relationship between Leadership Styles, Organizational Structure, and Organizational Performance: Study on Government Owned Mobile Phone Operator in Bangladesh

*[নেতৃত্বের ধরণ, সাংগঠনিক কাঠামো ও প্রাতিষ্ঠানিক সফলতায় কর্ম সম্পৃক্ততার মধ্যমা প্রভাব :
বাংলাদেশে সরকারী মোবাইল ফোন কোম্পানীর উপর একটি গবেষণা]*

প্রিয় উত্তরদাতা,

এই গবেষণা কাজে সহযোগিতা করার জন্য আপনাকে আন্তরিক ধন্যবাদ।

আমি ইউনিভার্সিটি উত্তরা মালয়েশিয়া-র অধীন কলেজ অব বিজনেস-এর একজন পিএইচডি গবেষক। এই গবেষণার উদ্দেশ্য হচ্ছে আপনার কর্মরত প্রতিষ্ঠানের বিভিন্ন বিষয়াদি সম্বন্ধে আপনার মূল্যবান মতামত গ্রহণ করা। যথোপযুক্ত নেতৃত্বের আওতায় সমষ্টিগতভাবে কিভাবে প্রতিষ্ঠানের কর্মতৎপরতা আরো বৃদ্ধি করা যায় সেক্ষেত্রে আপনার মূল্যায়ন এই গবেষণাকে সমৃদ্ধ করবে। অধিকন্তু, কর্ম সম্পৃক্ততা ধারণার মাধ্যমে আপনি আপনার কর্ম তৎপরতা বাড়াতে সক্ষম হবেন।

আপনার প্রদত্ত সমস্ত তথ্য কঠোর গোপনীয়তার মাধ্যমে সংরক্ষণ করা হবে এবং কোনভাবেই প্রকাশ করা হবে না। শুধুমাত্র সকলের প্রদত্ত মতামতের সার-সংক্ষেপ প্রতিবেদন আকারে প্রকাশ করা হবে।

এ কাজে আপনার সর্বোচ্চ ২০-২৫ মিনিট সময় ব্যয় হবে। কোন নির্দিষ্ট প্রশ্নের কারণে বিব্রত হবেন না। আপনি শুধুমাত্র আপনার নিজস্ব অভিব্যক্তিই প্রকাশ করুন।

আরো কোন জিজ্ঞাসা থাকলে নিঃসংকোচে যোগাযোগ করতে পারেন (ই-মেইলঃ sarfarazbim@gmail.com, ফোন : ০১৮১৭৫২৮০৬৭)। এই গবেষণাটি সহযোগী অধ্যাপক ডঃ ফয়েজ বিন আহমেদ এবং সহযোগী অধ্যাপক ডঃ হুসনা জোহারীর তত্ত্বাবধানে পরিচালিত হচ্ছে।

আপনার সার্বিক সহায়তার জন্য আবারো আন্তরিক ধন্যবাদ।

খান সরফরাজ আলী
পিএইচডি গবেষক
কলেজ অব বিজনেস, ইউনিভার্সিটি উত্তরা মালয়েশিয়া
০৬০১০ সিনটোক, কেদাহ দারুল আমান
মালয়েশিয়া

পিএইচডি গবেষণা প্রশ্নপত্র / খান সরফরাজ আলী

পাতা ১।৬

নেতৃত্বের ধরণ, সাংগঠনিক কাঠামো ও প্রাতিষ্ঠানিক সফলতায় কর্ম সম্পত্ততার মধ্যমা প্রভাব :
বাংলাদেশে সরকারী মোবাইল ফোন কোম্পানীর উপর একটি গবেষণা

শীর্ষক প্রশ্নমালা

[এই প্রশ্নমালাটি শুধুমাত্র সংশ্লিষ্ট গবেষণা কাজে ব্যবহৃত হবে এবং সমুদয় তথ্যের গোপনীয়তা কঠোরভাবে রক্ষা করা হবে]

কোড :

প্রথম অংশ : জনমিতিক তথ্য

(আপনার বিবেচনায় সঠিক উত্তরটিতে '✓' চিহ্ন দিন)

১. উত্তরদাতার জেণ্ডার :

পুরুষ ☐

মহিলা ☐

২. বয়স :

২৫ বছর বা তার নীচে ☐

২৬ - ৩৫ বছর ☐

৩৬ - ৪৫ বছর ☐

৪৬ - ৫৫ বছর ☐

৫৫ বছর উর্দ্ধ ☐

৩. বৈবাহিক অবস্থা :

অবিবাহিত ☐

বিবাহিত ☐

বিচ্ছিন্ন/তালাকপ্রাপ্ত ☐

বৈধব্য ☐

৪. শিক্ষা :

প্রাথমিক স্তর ☐

মাধ্যমিক স্তর ☐

উচ্চ মাধ্যমিক স্তর ☐

স্নাতক স্তর ☐

স্নাতকোত্তর স্তর ☐

এম.ফিল/পিএইচডি ☐

৫. শাখা

অর্থ/ হিসাব শাখা ☐

বিক্রয়/বিপণন শাখা ☐

মানব সম্পদ/প্রশাসন শাখা ☐

জনসংযোগ শাখা ☐

কারিগরী শাখা ☐

তথ্য-প্রযুক্তি শাখা ☐

পরিকল্পনা ও বাস্তবায়ন শাখা ☐

গ্রাহক সেবা শাখা ☐

সিস্টেম অপারেশন শাখা ☐

অন্যান্য শাখা (উল্লেখ করুন) ☐

৬. এই প্রতিষ্ঠানে চাকুরীর সময়কাল :

২ বছর এবং কম ☐

৩-৬ বছর ☐

৭-১০ বছর ☐

১০ বছর উর্দ্ধ ☐

৭. পদবী :

এসিস্ট্যান্ট ম্যানেজার/ডেপুটি ম্যানেজার ☐

ম্যানেজার ☐

ডিজিএম ☐

জেনারেল ম্যানেজার ☐

অন্যান্য (উল্লেখ করুন) ☐

৮. চাকুরীর ধরণ :

সরাসরি নিয়োগ ☐

ডেপুটেশন ☐

চুক্তিভিত্তিক ☐

বদলীকৃত ☐

অন্যান্য (উল্লেখ করুন) ☐

নেতৃত্বের ধরণ
(আপনার বিবেচনায় সঠিক উত্তরটিতে '✓' চিহ্ন দিন)

ক্রমিক	ট্রান্সফরমেশনাল নেতৃত্ব সম্বন্ধীয় ধারণা	(০) মোটেও না	(১) কদাচিৎ	(২) মাঝে মধ্যে	(৩) প্রায়	(৪) সব সময়
১.	সংশয়পূর্ণ বিষয়গুলো বারবার আলোচনা করেন					
২.	সবচেয়ে গুরুত্বপূর্ণ মূল্যবোধ ও বিশ্বাস আলোচনা করে থাকেন					
৩.	সমস্যা সমাধানের ক্ষেত্রে সবার মতামতকে গুরুত্ব দিয়ে থাকেন					
৪.	ভবিষ্যত সম্বন্ধে আশাবাদী কথা বলে থাকেন					
৫.	তার সাথে কাজ করার জন্যে গর্ববোধ করেন					
৬.	কি করতে হবে তা স্বতঃস্ফূর্তভাবে বলে থাকেন					
৭.	কাজের গুরুত্ব সম্বন্ধে যথেষ্ট জ্ঞান রাখেন					
৮.	অধীনস্থদের শেখানোর ক্ষেত্রে অনেক সময় দিয়ে থাকেন					
৯.	দলের মঙ্গলের জন্য নিজের স্বার্থ ত্যাগ করে থাকেন					
১০.	দলের কোন সদস্য না ভেবে আমাকে ব্যক্তি হিসেবেই মূল্যায়ন করে থাকেন					
১১.	এমনভাবে কাজ করেন যাতে আমার সম্মান রক্ষা হয়					
১২.	যে কোন সিদ্ধান্তের ক্ষেত্রে নৈতিক দিকটি বিবেচনা করে থাকেন					
১৩.	আত্মবিশ্বাস ও সামর্থ্যের জ্ঞান প্রখর					
১৪.	দূরদৃষ্টি সম্পন্ন					
১৫.	অন্যদের চেয়ে আমার প্রয়োজন, সামর্থ্য ও লক্ষ্য সম্বন্ধে সজাগ থাকেন					
১৬.	বিভিন্ন দৃষ্টিকোণ থেকে সমস্যা সমাধান করতে আমাকে সাহায্য করে থাকেন					
১৭.	আমার সক্ষমতা বাড়াতে সাহায্য করে থাকেন					

১৮.	দায়িত্ব পালনে চৌকস হয়ে ওঠার কৌশল শিখিয়ে থাকেন					
১৯.	সম্মিলিতভাবে লক্ষ্য অর্জনে গুরুত্বারোপ করে থাকেন					
২০.	লক্ষ্য অর্জনের ক্ষেত্রে আত্মবিশ্বাস বাড়িয়ে থাকেন					
ক্রমিক	ট্রানজেকশনাল নেতৃত্ব সম্বন্ধীয় ধারণা	(০) মোটেও না	(১) কদাচিৎ	(২) মাঝে মধ্যে	(৩) ধায়	(৪) সব সময়
২১.	লক্ষ্যার্জনের জন্য প্রয়োজনীয় দায়িত্ব সম্বন্ধে পরিষ্কার ধারণা দিয়ে থাকেন					
২২.	সব ভুল-ত্রুটি খেয়াল করেন					
ক্রমিক	নিষ্কেষ্ট নেতৃত্ব সম্বন্ধীয় ধারণা	(০) মোটেও না	(১) কদাচিৎ	(২) মাঝে মধ্যে	(৩) ধায়	(৪) সব সময়
২৩.	খারাপ কিছু না হওয়া পর্যন্ত কোন প্রকারের পদক্ষেপ গ্রহণ থেকে বিরত থাকেন					
২৪.	সিদ্ধান্ত গ্রহণকে এড়িয়ে চলে					

সাংগঠনিক কাঠামো
(আপনার বিবেচনায় সঠিক উত্তরটিতে '✓' চিহ্ন দিন)

ক্রমিক	সাংগঠনিক কাঠামো সম্বন্ধীয় ধারণা	(০) সম্পূর্ণ ঋণাত্মক	(১) ঋণাত্মক	(২) একমত	(৩) মাঝামাঝি	(৪) সম্পূর্ণ স্বাক্ষর
২৫.	অনির্দিষ্ট পরিস্থিতিতে প্রাতিষ্ঠানিক কর্মকাণ্ড পরিচালনা বেশ নমনীয় হয়ে থাকে					
২৬.	প্রতিষ্ঠানের নিয়ন্ত্রণ ও পারস্পরিক যোগাযোগ ইতবাচক					
২৭.	পারস্পরিক অভিজ্ঞতা ও শিক্ষণ বিনিময়ের জন্য এখানে উপযুক্ত পরিবেশ রয়েছে					
২৮.	অধীনস্থদের ক্ষমতায়নে ও দায়িত্ব বন্টনের জন্য উপযোগী স্থান					
২৯.	সিদ্ধান্ত গ্রহণ ও দায়িত্ব-কর্তব্য পালনের ক্ষেত্রে উৎসাহব্যাঞ্জক					
৩০.	এই প্রতিষ্ঠানে শেখার সুযোগ রয়েছে					

কর্ম সম্পৃক্ততা
(আপনার বিবেচনায় সঠিক উত্তরটিতে '✓' চিহ্ন দিন)

ক্রমিক	কর্ম সম্পৃক্ততা সম্বন্ধীয় ধারণা	(০) কখনোই না	(১) কদাচিৎ	(২) মাঝেমধ্যে	(৩) প্রায়ই	(৪) সব সময়
৩১.	কর্মক্ষেত্রে কর্মসম্পূর্ণ হা পেয়ে থাকি					
৩২.	দায়িত্বকে সার্থক ও উদ্দেশ্যপূর্ণ মনে হয়					
৩৩.	কাজের মধ্যে সময় দ্রুত চলে যায়					
৩৪.	কাজের সময় যথেষ্ট সামর্থ্যবান ও বলিষ্ঠ মনে হয়					
৩৫.	কাজের প্রতি স্বতঃস্ফূর্ত অনুভব করি					
৩৬.	কাজের সময় আশেপাশের সবকিছু ভুলে থাকি					
৩৭.	এই কাজটি আমাকে অনুপ্রেরণা দিয়ে থাকে					
৩৮.	সকালে ঘুম থেকে উঠেই কাজের জন্য অস্থির হয়ে যাই					
৩৯.	মনোযোগের সাথে কাজ করার সময় আনন্দ অনুভব করি					
৪০.	যে কাজ করছি তার জন্য গর্ববোধ করি					
৪১.	এই কাজের মধ্যেই ডুবে থাকি					
৪২.	একাধারে অনেকক্ষণ যাবৎ কাজ করতে পারি					
৪৩.	এই কাজটা চ্যালেঞ্জিং মনে হয়					
৪৪.	যে কোনভাবে কাজটি শেষ করি					
৪৫.	মানসিকভাবেই কাজে আত্মনিয়োগ করে থাকি					
৪৬.	এই কাজ থেকে আমাকে দূরে রাখা কঠিন					
৪৭.	কোন সময় ভাল না লাগলেও কাজের মধ্যেই নিমগ্ন থাকি					

প্রাতিষ্ঠানিক সফলতা
(আপনার বিবেচনায় সঠিক উত্তরটিতে '√' চিহ্ন দিন)

ক্রমিক	প্রাতিষ্ঠানিক সফলতা সম্বন্ধীয় ধারণা	(০) সম্পূর্ণ দ্বিমত	(১) দ্বিমত	(২) একমত	(৩) মাঝামাঝি	(৪) সম্পূর্ণ একমত
৪৮.	আমার এই শাখার সুন্দর বাজেট ব্যবস্থাপনা রয়েছে					
৪৯.	আমার এই শাখার কার্যক্রম সাশ্রয়ী নয়					
৫০.	এই শাখাটির মান ক্রমশঃ হ্রাস পাচ্ছে					
৫১.	শাখাটি সেবা সংক্রান্ত খরচ কমিয়ে এনেছে					
৫২.	আমার এই শাখার প্রয়োজনীয়তা ব্যাপক					
৫৩.	গ্রাহক সেবার প্রতি আমাদের এই শাখা অধিক গুরুত্ব দিয়ে থাকে					
৫৪.	যথা সময়ে গ্রাহক সেবার প্রতি আমাদের এই শাখা গুরুত্ব দিয়ে থাকে					
৫৫.	গ্রাহকদের মাঝে আমাদের এই শাখার সুনাম রয়েছে					
৫৬.	এই শাখাটি কর্মচারীদের (প্রেষণা) অনুপ্রেরণাকে অধিক গুরুত্ব দিয়ে থাকে					
৫৭.	কর্মচারীদের উন্নয়ন (প্রশিক্ষণ) সংক্রান্ত বিষয়ে এই শাখাটি সফল					
৫৮.	এখানে কর্মচারীদের স্বাস্থ্য ও নিরাপত্তার বিষয়টিকে প্রাধান্য দেয়া হয়ে থাকে					
৫৯.	আমাদের এই শাখাটিতে বিভাগীয় লক্ষ্য অর্জনের অনুকূল পরিবেশ রয়েছে					
৬০.	আমাদের শাখাটি গ্রাহকদের তথ্য সমাজের চাহিদা সঠিকভাবে নিরূপণ করতে পেরেছে					
৬১.	শাখাটি সেবার মান উন্নয়নে বেশ সময় নিয়ে থাকে					
৬২.	কর্মদক্ষতা উন্নয়নে এখানে সর্বাধুনিক প্রযুক্তি প্রয়োগ করা হয়ে থাকে					
৬৩.	সেবার মান উন্নয়নে এখানে সঠিক পদ্ধতি আরোপ করা হয়েছে					

[আপনার সহযোগিতার জন্য অসংখ্য ধন্যবাদ]

APPENDIX I: TRANSLATION OF ABSTRACT



PUSAT PENGAJIAN BAHASA, TAMADUN DAN FALSAFAH
SCHOOL OF LANGUAGES, CIVILISATION AND PHILOSOPHY
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'MUAFAKAT KEDAH'

Ref. : UUM/PUSAT BAHASA/T-9/2
 Date : 28 May 2018

Mr. Khan Sataraz Ali (94373)
 School of Business Management
 Universiti Utara Malaysia

Dear Mr. Khan,

PAYMENT FOR TRANSLATION SERVICE

With reference to the above matter, the payment for translation is RM 0.15 for every word based on the original text. The abstracts was translated by **Pn. Ueyana Teo bt Mohd. Zulkifli Teo**. The details of payment are as below:

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Type of Document	Abstract		
Services	Translation		
			RM
Details of Payment	English - Bahasa Melayu	218 words @ RM 0.15	32.40
	GST	6%	1.94
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Thank you for using our service and we hope to offer you such services in the future.

"SCHOLARSHIP, VIRTUE AND SERVICE"

Yours sincerely,



Juwan Abdullah
 Coordinator
 Training and Language Services

Pn. Rohaida Hashim
 Financial Clerk

Universiti Pengurusan Terkemuka
 The Eminent Management University





