

Impact of Transformational Leadership and Psychological Empowerment on Meaningful Work, Moderating Effect of Organizational Culture

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Abstract

Solitarily, a meaningful work on the part of the wage-earner perennially legitimizes his *raison d'être*. At the same time, the predicaments pertaining to psychological empowerment in general and adoption of befitting leadership mode in special necessitate espousal of pervasion of an apt organizational culture. Hence, one can ascertain that the entire scenario calls for transformational interventions from the leadership coupled with imbuing of a commensurate degree of self-efficacy at employee level, more specifically if enduring and consistent outcomes are vehemently envisioned. The present paper attempts to ascertain legitimacy and utility of these propositions, in that it examines moderating role of organizational culture between transformational leadership and meaningful work and that of psychological empowerment and meaningful work. For this research a sample of 356 bank managers from the province of Punjab (Pakistan) has been selected through convenience sampling and results have been obtained through SPSS (16). The results show a strong correlation between independent variables, the dependent variable and the moderator. The regression analysis also reveals strong moderating effect of organizational culture in either case. As a policy matter, in an expansively generalized sense men at the helm of affairs can render the work of their teams meaningful by practicing transformational style of leadership and by inculcating psychological empowerment in subordinates; further these milestones can be achieved more effectively if a supportive organizational culture is deliberated.

Keywords: Bank managers, meaningful work, organizational culture, psychological empowerment, transformational leadership

The task of steering an organization's endeavors has always been ticklish; for the potpourri of leadership styles and models suggest diverse and rather conflicting modes. Further, the real life business scenarios sometimes shape up novel situations that pose challenge of culminating novel leadership approaches, probably not ingrained in the theoretical stock of management epistemology, however on enduring basis Transformational Leadership tends to deliver (Yavuz, 2020). Hence in the purview of an employee, if the leadership is not allowing him to feel at home the latter is disempowered that augments his diffidence. So the psychological empowerment (PE) thus instilled, in turn furnishes the follower a leeway to open up his wings certainly in the presence of brewing ambiance as maintained within the realm of a conducive organizational culture (OC).

Researchers Schermuly and Meyer (2020) propose that Transformational Leadership (TL) affects followers' work-related self-concept, which the researchers construe as followers' psychological empowerment (PE). Now, having said that, the organization after allowing sublime ameliorations like apposite TL, befitting PE, and supportive OC yet could be oblivious if the employee; the very subject gauges that his performance-based contribution is commensurately weighed by the organization? Or has the organization let him feel like? Hence, seen through the lens of employee, a query pops up at this juncture as extremely pivotal and that is: if his work carries meaning for the organization? Or is he performing some meaningful work (MW)? Sarhana, Harbb, Shrafata and Alhusbana (2020) accord that future extension would involve inclusion of more dependent variables, such as employees' satisfaction, organizational culture, and leadership style. The originality of the current study can be validated through the novelty of the research model, as according to the best knowledge of the researcher, this model has not been researched in exact form in the recent past. Further, since recent studies have focused hotels and IT firms only, the choice of bank managers as sample is a step forward in our case.

For the current study, the author has collected data from the bank managers of the province of Punjab (Pakistan), the obvious rationale being that the unit of analysis tends to offer a

compatibility with the proposed research model. The statistical software SPSS (16) presents adequate and valid results that help the author to frame discussion, churn out conclusion and lay down germane policy recommendations.

Review of literature

Transformational Leadership (TL) Theory

As advocated by Lo, Allard, Angheliescu, Xin, Chiu and Stark (2020), the idea of Transformational Leadership (TL) is attributable to management scientists namely James McGregor Burns who introduced it first in the 1970s and Bass who polished it further in 1985. To Lo et.al, basically this was Burns who altered the vast landscape of leadership theory separating transformational leadership (based on a mutual long term beneficial relationship) from transactional leadership (based on a trail of tiny exchange interactions). Yavuz (2020) defined TL as “generating enthusiasm for a ‘vision’, a high level of individualized consideration, creating opportunities for employees’ development, setting high expectations for performance, and acting as a role model to gain the respect, admiration and trust of employees.” Judeh and Abou-Moghli (2019) maintain that TL theory originates from Leader-Member Exchange (LMX) theory. To them, TL ushers followers to enhance their full potential, develop their abilities and skills, and improve their self-efficacy and self-esteem founded upon intrinsic motivation. As final findings Yavuz (2020) maintains that TL imbues in followers a few elements like executing, influencing, relationship building, and strategic thinking. Also that an effective TL surrounds himself with the right people and develops well-rounded team. According to Buila, Martínez and Matute (2019), TL refers to an approach through which leaders provoke their followers to connect themselves with organizational goals and policies and deliver aloof of expectations. They define TL as, “transformational leaders have the ability to transform organizations through their vision for the future, and by clarifying their vision, they can empower the employees to take responsibility for achieving that vision.” Transformational leaders while transforming employee’s mindset, philosophies and beliefs, and are detached from swerves of ethnicity, social class-structure, gender, age, and other religious belief. The researchers like Lo et.al highlight that four dimensions of TL viz., Idealized Influence (II), Inspirational Motivation (IM), Intellectual Stimulation (IS), and Individualized Consideration (IC). As regards first dimension of TL that is II it concerns with influencing the followers which is by and large a function of charisma on the part of the leader. II dwells on core values, leading principles, firm convictions, and candid willingness to take risk which ultimately boosts trust in followers. Secondly, a transformational leader is well-versed with imbuing enthusiasm and optimism in followers called Inspirational Motivation (IM). Third element, Intellectual Stimulation (IS) is about involving followers in all of the phases of planning and decision processes where the leader is supposed to facilitate independent creativity, and endorse to innovative moves. Fourth dimension of TL, Individualized Consideration (IC) is concerned with followers’ well-being in terms of finances, job satisfaction, working environment etc., and this is attributable to leader’s ability to recognize follower’s concerns, all real and perceived. One of the chief criticisms against TL is that it admixes II with charisma that blurs the line between TL and Charismatic Leadership. Also that all four of the elements of TL sound as based on traits of the leader, which limit the scope of leadership learning to trait-based leadership.

Psychological Empowerment (PE)

According to Alagarsamy, Mehrolia, Rekha and Aranha (2020), empowerment can be defined as “increased intrinsic task motivation manifested in a set of four cognitions reflecting an individual's orientation to his or her work-role: competence, impact, meaning, and self-determination.” While, competence is linked with self-assurance and self-efficacy in that one is able to efficiently execute a task. Then additional three forces for a leader to allow followers gain PE include: appetite & passion (daily dozes for spiritual energy), pride & pretension (confidence and its demonstration, absorption of worries), and finally aspiration and ambition. Khan, Malik and Saleem (2020) maintained that PE comprised of multiple psychological phenomena viz., cognitive, evaluative, and behavioural aspects. More formally speaking, PE can be defined as ‘intrinsic task motivation reflecting a sense of self-control in relation to one’s work and an active involvement with one’s work role’. They elaborate seven dimensions of PE like: ‘power, decision-making, information, autonomy, initiative & creativity, knowledge, skills and responsibility.’ In practical terms, PE acts as a job resource that curtails job demands and rather tends to facilitate personal grooming, and professional learning and development. Further that PE is a motivational construct reflecting an active orientation culminating to MW (including 4 aspects: meaning, competence, self-determination or autonomy), and impact. Meaning refers to the association between work

goals and one's beliefs and values. Competence relates to how effectively people believe they can do their work based on the acquired skills.

Empirically speaking, the researchers Zhang, Bowers and Mao (2020) collected data from 982 teachers in 38 primary schools in mainland China which were analyzed using regression analysis and bootstrapping tests. The research tested a moderated mediation model of authentic leadership effects on teachers' voice behaviour in which teacher's PE was included as the mediator and interpersonal trust as the moderator. The results affirmed the partial mediation model, finding significant direct and indirect effects of principals' authentic leadership on teachers' voice behaviour. Moreover, interpersonal trust positively moderated the relationship between PE and teachers' voice behaviour, and also strengthened the whole mediating mechanism.

Another researcher Bseiso (2020), selected 89 hotels as a sample, where 443 front-of-house staffs were the participants, after screening, some 349 questionnaires were utilized for the study. To him PE concerned with the degree of autonomy furnished to the individuals for decision-making in terms of their roles at work. He developed a model of PE with three constructs: a)- intrapersonal that is perceived control, efficacy, competence, and motivation, b)- interactional which implied critical awareness, decision-making, problem solving, and leadership skills, and c)- behavioural which catered to participation and coping with challenges. From an organizational perspective, empowerment includes processes, structures and activities that promote the participation of followers to churn out collective achievement of organizational goals and objectives. Naturally PE has to follow some process should it fructify, Lan and Chen (2020) in this regard presented the five-stage process of empowerment 1- providing conditions leading to a state of PE (OC), 2- The use of managerial strategies and techniques (TL), 3- To provide update on self-efficacy (PE), 4- allowing followers to experience PE 5- Leading to behavioural outcomes (MW).

Organizational Culture (OC)

As termed as something cultivated, OC is at times termed as "normative glue" so as to jell together the organizational elements. In other words, culture is human-made part of the environment, which we may bifurcate into objective culture that is the tangible items and the subjective culture that is intangibles for example norms, roles, and values etc. (Fidyah, 2020). The author suggests that, the enterprises aspiring to achieve a good OC should be ascertaining presence of seven main characters: innovation and courage to take risks, attention to detail, result-orientation, human-orientation, team-orientation, aggressiveness, and stability.

Loes and Tobin (2020) believe that a strong OC is inevitable on three grounds: First, OC is guided by the ubiquitous force of social control that may affect employee's decisions and behavior. Second, OC works to bond the employees together and sensitize them that they are integral part of the organization, which may help attract new staff and also to retain the best performers. Third, OC is very useful to assist the employees in sense-making process, understanding the organizational events and objectives. The researchers obtained data from 207 large US companies in 22 industries across 11 years' period and compared the results of companies that dynamically maintained their cultures against those that did not. For the first case companies hoisted their stock prices by 901% versus 74% for the other type of organizations. Similarly, culture-focused companies succeeded in expanding their income over the 11-year period by 682% versus 166%, the net revenue also witnessed a growth of 756% for first case versus 1% for the other type of companies.

As postulated by Nafchi and Mohelská (2020), OC is the pattern of values, norms, beliefs, attitudes and assumptions that may or may not have been articulated but certainly shape up the behaviors of organizational members. The 24 parameters of the Organizational Culture Index (OCI) presented by them are associated with three types: 1- Bureaucratic culture: hierarchical, procedural, the order rules here, activities are managed and regulated, established/solid, careful policies, aimed at holding power, 2- Innovative culture: risking, results-oriented, creative, explosive, stimulating, posing challenges, entrepreneurial, full of new ideas, 3- Supportive culture: based on cooperation, supporting, friendly, and allowing for personal freedom, fair, safe and trusting.

As asserted by Ghanad, Hussin and DeWitt (2020) OC is made up of pattern of traditions, ideas, attitudes, rituals, and practices. The uniqueness of OC can be attributed to distinction of shared assumptions, beliefs, expectations, ethos, roles, and norms which are consecutively reflected and reinforced by values, artefacts, rules, practices, and behaviors.

Should an enterprise aspire to create a specific OC, Tararukhina (2020) prescribes five prerequisites for creating OC. 1- Purpose: which implies what the customers and society will miss out if this organization ceases to exist, 2. Mission: existence of resolution to accomplish something,

with a clear sense of direction, 3. Vision: which depicts how an organization will approach a certain level tagging itself with its mission and philosophy of accomplishment, 4. Strategy: the detailed modus operandi as to how organization will follow its vision and & mission and advance its interests, and 5. Notion of Culture: the concept about the shared way of operating in the organization. Maintaining an appropriate OC is never free of impediments so it has to face several challenges. Thus, there could be seven barriers to conducive organizational culture: 1. Lack of Vision, 2. Lack of commitment, 3. Confusing Team-Work, 4. Lack of Training, 5. Poor Control, Manipulation and Fear system, 6. Unhealthy intra-organizational Competition, and 7. Wrong kinds of teams.

Meaningful Work (MW)

MW as viewed by modern researchers (Both-Nwabuwe, Lips-Wiersma, Dijkstra, Beersma & Cordaan, 2020), carries an element of autonomy, but this is meticulously cumbersome to establish the exact form of autonomy. The researchers with the help of 72 scientific articles ascertained that there are currently as many as 10 different multidimensional models, though partially overlapping that somehow or the other identify diverse dimensions of MW.

Of MW, Both-Nwabuwe et.al (2020) suggest a 'Map of Meaning' in which they maintain seven dimensions which further can be divided into three components: (1) core dimensions, (2) balancing tensions between the core dimensions, and (3) inspiration and facing reality. The first component that is core dimension of MW maintains slogans like "integrity with self," "unity with others," "service to others," and "expressing full potential". The second component of the model (i.e., "balancing tensions") refers to an equilibrium that tends to balance out all odds and evens of various dimensions in order to grab the maximum of MW. The third component that is 'inspiration and facing reality' is a blend of one's predisposition to remain hopeful but on realistic premise, without being utopian.

In the purview of economists like Nikolova, Milena, Cnossen and Femke (2020), job-related matters can also be added to MW especially through the conduit of labor economics. Through the European Working Conditions Survey, they found that 60% variation in Work as being Meaningful depended upon factors like autonomy, competence, and relatedness. However, some of the extrinsic factors proved unimportant such as income, benefits, and performance pay. Nevertheless, MW certainly predicted absenteeism, skills training, and retirement intentions. Further working conditions germane to hierarchy, job insecurity, and working hours tend to add to MW. Finally, autonomy, competence, and especially relationships at work at large have been witnessed to nourish and sustain MW.

To add up to benevolences of MW, researchers like Doan, Pham and Tran (2020) surveyed 784 employees aged 40 and above in order to examine the impact level of the three aspects of meaningful work in the purview of employees' intention to rejoin their jobs after retirement, the three aspects were: 1- positive meaning, 2- meaning-making through work and 3- greater good motivations. The analysis showed that all of these had positive impact, in particular, positive meaning had the strongest.

The concept of MW according to Akar (2020), carries three levels of satisfaction: extrinsic, intrinsic, and something even deeper. Further it pertained to the field of organizational behavior where MW could be defined as "deeper level of intrinsic motivation" and an "instrument of work satisfaction and work commitment". In other words, it's all about "realization of one's potential and purpose at which a person's passions, strengths, and core values interact synergistically." Hence they work extra hours without demanding extra payments, exhibit adaptation and maintain positive social relationships and finally they substantiate outcomes of the organization through the quality of their work. One can conclude, MW is "status of the one's passions, values, and strengths individual's reflecting on one's past, current, or aspired-to activities in a synchronous way."

From empirical perspective, Pattnaik and Jena (2020), by conducting semi-structured interviews of supervisors, peers, subordinates, and family-members of 24 executives in the Indian Aeronautical Manufacturing Sector, concluded that individuals experiencing MW deeply turn self-centric, engrossed in their work and aloof of what surrounds them. However, this degenerates their coordination both at camaraderie at work and family level.

Relationship between Transformational Leadership and Meaningful Work

Connecting TL with MW, Lo et al. maintain that TL was a managerial solution to translate vision and mission into MW such that their institutions' stakeholder needs and expectations were properly met. Transformational leaders are assumed to get engrossed in self-focused ideas, for example self-confidence, and self-efficacy. Cortes (2020) in particular addresses issues pertaining to

CEOs and asserts that if tinged with a transformational leadership style, they certainly contribute to the advent and implementation of innovative products/services which render employees' task a MW. Researchers like Burmeister, Li, Wang, Shi and Jin (2019) believe that TL as an important input has potential to provide attitudinal, informational, and behavioral cues that tend to inform followers about perception of TL about the expected MW. This leads us to first hypothesis:

H₁: Transformational leadership has relationship with meaningful work.

Relationship between psychological empowerment and meaningful work

Albornoz-Manyoma, García-Leiva and Palacios-Gálvez (2020) maintain that PE depicts a connection between a sense of personal competence, an aspiration for, and a willingness to take actions which generally have a positive correlation with leadership which aims at MW in special. Sönmez, (2020) conducted a study on relationship between PE and trust in supervisor's overall provisions for job-satisfaction (MW). Some 396 employees of seven five-star hotel enterprises operating in Antalya Kemer and Manavgat districts of Turkey were sampled for the quantitative study. The study concluded that PE through its four cognitions that is meaning, competence, self-determination and impact, finally impacted MW at hotel enterprises. Another study showed negative association between PE and employees' withdrawal intentions boosting thereby MW.

Permarupan, Mamun and Samy (2020) found that PE statistically resulted in reducing the burnout effects when mediated by work-life quality (QWL). This study sampled 432 nursing staff from 10 registered hospitals in Selangor, Malaysian Health Tourism Council (MHTC) and concluded that PE and reduced burnout affected each other leading to MW in either case. Permarupan et al. (2020) cite a study regarding 244 sales associates working in 25 Turkish retail stores. The results revealed that PE was negatively associated with voluntary turnover and intention to leave. This leads us to second hypothesis:

H₂: Psychological empowerment has relationship with meaningful work.

Organizational Culture as moderator between transformational leadership and meaningful work

As regards TL and OC both contributing to MW, Bojović1 and Jovanović (2020) proclaim that TL along with intervention of OC facilitates the adoption of common motivational moves tends to empower managers leading not only to a supportive culture marked with employees' satisfaction but also thereby ensuring MW. Therefore, future research should benefit from a multilevel analysis for a more complete understanding of the effects of organizational-level variables, such as leadership styles, organizational culture, organizational climate, and organizational commitment.

Schermuly et. al (2020) philosophized relationship between TL and MW that TL tends to 'frame' or 'bracket' followers' work experiences to create a new point of reference for understanding the ambiance of day-to-day flow of work (OC) and value of work (MW). They emphasized on increasing 'intrinsic valence' of employee goal accomplishment such that TL helps followers experience goals as aligned with their self-concept, ultimately rendering their contribution a MW. They investigated the impact of TL on 636 individuals belonging to 107 teams in Korean companies. The study measured TL using four dimensions: individualized consideration (3 items), charisma (5 items), inspirational motivation (3 items), and intellectual stimulation (5 items). By using SPSS (18) to analyze the data, the study revealed that TL helped individuals overcome fear by dint of superior OC marked with support, sympathy, and consideration to create novel ideas leading to greater MW. This leads us to third hypothesis:

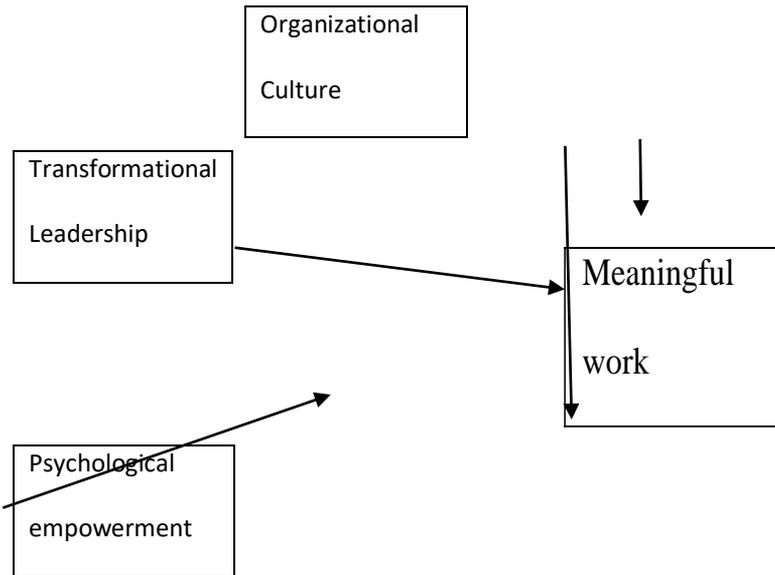
H₃: Organizational culture moderates between Transformational Leadership and Meaningful Work.

Organizational Culture as moderator between psychological empowerment and meaningful work

Research scholars like Frémeaux and Pavageau (2020) found positive relationship between PE and trust in supervisor's overall provisions for job-satisfaction (MW) in five-star hotel enterprises. Similarly, Parka and Pierce (2020) revealed that PE was negatively associated with voluntary turnover and intention to leave. Another study showed negative association between PE and employees' withdrawal intentions boosting thereby MW.

Albornoz-Manyoma et.al. (2020) maintain that PE depicts a connection between a sense of personal competence, an aspiration for, and a willingness to take actions which generally have a positive correlation with leadership which aims at MW. Demirtas, Bickes, Yener and Karaca (2020) selected 89 hotels as a sample, where 443 front-of-house staffs were the participants, after screening 349 questionnaires were utilized for the study. To them PE concerned with the degree of autonomy furnished to the individual for decision-making in terms of their roles at work. Hence, empowerment influenced peoples' thoughts towards matters relating to duplets like wellness against illness, capabilities against inabilities, and ability and inability. This leads us to fourth and final hypothesis:

H4: Organizational Culture moderates between Psychological empowerment and meaningful work. Below is the research model:



Research Methodology

The population of present study consisted of the branch managers of all banks of Punjab, (Pakistan), both local and foreign. The total branches in Pakistan equaled 4,424 (SBP, 2017) while 2,876 operated in Punjab as Ebrahim (2016) claimed that 65 % of all banks working in Pakistan operated in Punjab. The sample size (350) was determined following the method described by Sekaran (2011, Table11.3, p. 294,) and Zikmund (2003, Table 17.11, p. 429). An instrument (questionnaire) was carefully selected and the distribution of questions under each construct was as follows: PE had fifteen items, whereas TL had four dimensions each with four items namely IC (Individualized Consideration), IS (Intellectual Stimulation), IM (Inspirational Motivation) and II (Idealized Influence). The IV that is MW (Meaningful Work) and the moderator OC (Organizational Culture) both had fifteen items each. Some 400 questionnaires were distributed where 356 respondents turned-in the filled instrument. Finally, the statistical software SPSS (16) was used to obtain results.

Results and analysis

Frequency Distribution

The highest percentage of sample (28.4%) belonged to the individuals who aged between 51 and 60 years. This is quite understandable since in order to reach at managerial level one has to have relatively higher level of experience, hence being aged is natural. Second highest percentage (25%) belonged to individuals who aged between 31-40 years. Then close to it that is, almost 24 % individuals out of our sample belonged to age bracket of 41-50 years. Our study showed that almost 50% (25 % + 24 %) of the sample size belonged to age group of 31-50 years which is a highly productive age bracket. Again, a little more than 1/5th (22.5%) of the sample had age below 30, in other words almost 80 % of the sample aged above 30 years which is again a healthy sign. Almost 70 % of respondents were above graduation level and almost 80 % of respondents were either graduate or above. More than 87 % of managers had experience ranging between 6 and 15 years. Much more than half of the bank managers (56%) were either OG-1 or AVPs which speaks volumes about managers' cadre as being higher.

Reliability and validity

None of the constructs of the model had Chronbach Alpha value less than 0.95, which manifests a very high degree of reliability of the instrument. The instrument was meticulously examined by expert researchers which authenticated its face validity.

Correlation Analysis

The correlation results are shown in the Table- 1 in Annex. As can be judged, there was a positive correlation between TL and PE, $r = .904$, $p = \leq .001$, $n = 356$, between TL and OC $r = .877$, $p = \leq .001$, $n = 356$, between TL and MW $r = .843$, $p = \leq .001$, $n = 356$. Again there was a positive correlation between PE and OC, $r = .909$, $p = \leq .001$, $n = 356$, between PE and MW $r = .845$, $p = \leq .001$, $n = 356$, there was a positive correlation between TL and OC, $r = .877$, $p = \leq .001$, $n = 356$, between PE and OC $r = .909$, $p = \leq .001$, $n = 356$. There was a positive correlation between OC and MW, $r = .879$, $p = \leq .001$, $n = 356$. So we accept our first two hypotheses:

H₁: Psychological empowerment has relationship with meaningful work (accepted)

H₂: Transformational leadership has relationship with meaningful work (accepted)

Regression Analysis

The Regression Analysis is shown in Table -2 in Annex. The regression results were significant and the value of adjusted R squared showed that 81.6 % of variation in DV that is MW is explained by the IV that is PE, similarly the Durbin-Watson statistic showed a strong auto-correlation between PE and MW. Again the results were significant and there was 85.9 % total variation out of which 81.6 % of variation in DV (MW) was explained by IV (PE) and the rest 4.3 % by moderator OC. Again Durbin-Watson statistic showed a strong auto-correlation between organizational culture and meaningful work. The Table- 3 in Annex shows moderation of OC between Psychological empowerment and Meaningful work.

Table -4 in Annex shows results regarding moderation of OC between PE and MW (Beta Effect), the results were significant at 0.000 and the Beta value was 59.9 % which means almost 60% change in the value of DV (MW) is explained by its moderator OC.

In case of regression results of TL and MW, the results were significant at 0.000 and 80.7 % of variation in DV (MW) was explained by IV that is TL. The Durbin-Watson statistic showed a strong auto-correlation between transformational leadership and meaningful work. In terms of moderation of OC between TL and Meaningful work the results were significant at 0.000 and there was 86.2 % total variation out of which 80.7 % of variation in DV (MW) was explained by IV (TL) and the rest 5.5 % was explained by the moderator OC. The Durbin-Watson statistic showed a strong auto-correlation between OC and MW.

Table 5 in Annex shows the results of moderation effect of OC between TL and MW.

As regards moderation of OC between TL and MW (Beta Effect), the results were significant at 0.000 and the Beta value of OC was .605 and of TL was 0.341 which means 60.5 % of variation in DV (MW) was explained by the moderator OC and rest 34.1% was explained by IV (TL).

This allows us to accept our third and fourth hypotheses:

H₃: Organizational culture moderates between Transformational Leadership and Meaningful work (accepted)

H₄: Organizational Culture moderates between Psychological Empowerment and Meaningful work (accepted)

Discussion

This can be observed that, the results are congruous with previous studies for example OC played moderating role between TL and MW in our study and recently Minai, Jauhari, Kumar and Singh (2020) also found a similar result. They sampled Indian IT industry which is service industry akin to sampling unit of current study. Similarly, the moderation of OC between PE and MW also matched with findings of Sönmez, (2020), where he also sampled employees from hotel industry. This establishes that the results of our study have been consistent with past researches and not an iota if anomaly has surfaced.

Conclusion

The present study attempted to find out moderating effect of OC between TL and MW, and PE and MW. The strong correlation between variables established that they are positively related with each other, thus they are mutually reinforcing. Further, OC strongly moderated between TL and MW and the PE and MW. This suggests that banks can avail of transformational mode of leadership and PE interventions for the purpose of making work more meaningful. Finally, the study establishes that the inclusion of the factor of OC can also be substantially effective.

Theoretical implications

The researchers and academicians can pick up a thread at this juncture and by considering the study as an instrumental baggage can augment the body of knowledge in their realm. Since the matter cited here is by and large quite fresh, the scholars can build upon this emergence should they prefer to value its being upfront.

Practical implications

The individuals who are supposed to play managerial or leadership roles may benefit from this paper and blend their thoughts with the notion of transforming and psychologically empowering and end up with a sensitization of meaningful work on the part of the team-mates. Not limited to banking sector or service industry or size of the enterprise for that matter, any individual supposed to supervise others may consider this research for onward organizational excellence, by evolving a culture of excellence.

Limitations and future research

In the wake of time and budgetary limitations, population has been selected from Punjab only, and the bank managers have been the unit of analysis. Future researchers can expand population size and consider various strata. Further, by replicating same model with mediation variables they can come up with even greater novelty and utility. Also moderation effect of variables like knowledge sharing, team coordination, and team performance can also be examined. As regards leadership models we are concerned with leader-follower relationship be it in the short or long term, so dyadic or longitudinal or both types of studies could also be experimented (Tararukhina, 2020).

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Appendix

Table 1- Correlation Analysis

		TL	E	OC	I	
TL	Pearson Correlation		1			
	Sig. (2-tailed)		.356			
	N		356			
E	Pearson Correlation	.904**		1		
	Sig. (2-tailed)		0	.356		
	N		356			
OC	Pearson Correlation	.877**	.909**		1	
	Sig. (2-tailed)		0	0	.356	
	N		356	356		
I	Pearson Correlation	.843**	.845**	.879**		1
	Sig. (2-tailed)		0	0	0	
	N		356	356	356	356

** . Correlation is significant at the 0.01 level (2-tailed).

Table -2 Regression Analysis

Regression Coefficients ^a							
Model		Unstandardized Coefficients		Standardized Coefficients	Sig.	Collinearity Statistics	
		B	Std. Error	Beta		Tolerance	VIF
1	(Constant)	0.248	0.076		3.253	0.001	
	PE	0.943	0.024	0.903	39.637	0	1
2	(Constant)	0.126	0.068		1.866	0.063	
	PE	0.357	0.06	0.342	5.961	0	0.121
	Organizational_Culture	0.619	0.059	0.599	10.436	0	0.121

a. Dependent Variable: MW

Table 3 Moderation of OC between PE and MW

Coefficients ^a								
Model		Unstandardized Coe	Standardi	T	Sig.	Collinearity Statistic:		
	B	Std. Error	Beta			Tolerance	VIF	
1 (Constant	0.101	0.082			1.241	0.215		
Transform	0.984	0.026	0.899	38.568	0	1	1	
2 (Constant	0.049	0.069			0.702	0.483		
Transform	0.373	0.056	0.341	6.696	0	0.15	6.661	
Organizati	0.626	0.053	0.605	11.893	0	0.15	6.661	

Table 4 Moderation of OC between PE and MW (Beta Effect)

Model Summary ^b										
Model	R	R Square	Adjusted	Std. Error	Change Statistics				Durbin-Watson	
					R Square Change	F Change	df1	df2	Sig.	F Change
1	.899a	0.808	0.807	0.48321	0.808	1487.47	1	354	0	1.929

a. Predictors: (Constant), Transformational_Leadership
 b. Dependent Variable: MW

Table 5 Moderation of OC between TL and MW

Model Summary ^c										
Model	R	R Square	Adjusted	Std. Error	Change Statistics				Durbin-Watson	
					R Square Change	F Change	df1	df2	Sig.	F Change
1	.899a	0.808	0.807	0.48321	0.808	1487.47	1	354	0	
2	.929b	0.863	0.862	0.40886	0.055	141.444	1	353	0	1.899

a. Predictors: (Constant), Transformational_Leader

b. Predictors: (Constant), Transformational_Leader, Organizational_Culture

c. Dependent Variable: MW