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**THE RELATIONSHIP BETWEEN LEADERSHIP STYLES AND JOB
PERFORMANCE: THE MODERATING ROLE OF PERFORMANCE
APPRAISAL POLITICS**

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**DOCTOR OF PHILOSOPHY
UNIVERSITI UTARA MALAYSIA
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ABSTRACT

Drawing upon the leader-member exchange theory and equity, fairness and justice theory, the present study examined the role of performance appraisal politics in moderating both relationships between transactional and transformational leadership styles with job performance. This study also examined the corresponding dimensions of transactional and transformational leadership styles in relation to job performance. Using the quantitative inquiry, the survey method employed had collected a total of 266 responses from bank managers of six large banks in Sindh, Pakistan. They were selected using the stratified random sampling technique. The PLS-SEM analyses revealed that the study supported both the hypothesized relationships between transactional leadership, transformational leadership styles and job performance. Specifically, positive relationships were found between two dimensions of transactional leadership (contingent reward and management by exception [active]) with job performance. Conversely, the significance of relationship between management by exception (passive) and job performance was not supported. However, except intellectual stimulation, remaining four dimensions of transformational leadership styles, namely, idealized influence (attributed), idealized influence (behavior), inspirational motivation, and individualized consideration, were found positively related to job performance. Additionally, while performance appraisal politics moderated the relationship between transformational leadership style and job performance, the reverse was found for the relationship between transactional leadership style and job performance. In general, the results suggested that transformational leadership indeed plays an integral role in facilitating job performance; this relationship is strengthened in the presence of the moderating variable, performance appraisal politics. Finally, the theoretical, methodological, and practical implications were also included.

Keywords: Transactional Leadership, Transformational Leadership, Job Performance, Performance Appraisal Politics, Banks, Pakistan

ABSTRAK

Kajian ini meneliti peranan politik penilaian prestasi dalam menyederhana kan hubungan antara gaya kepemimpinan transaksional dan transformasi dengan prestasi kerja berdasarkan teori pertukaran ketua dan ahli dengan teori ekuiti, kesaksamaan dankeadilan. Kajian yang menggunakan kaedah kuantitatif ini turut menyelidik dimensi yang sepadan dalam gaya kepemimpinan transaksional dan transformasi yang berkaitan dengan prestasi kerja. Kaedah tinjauan yang mengupayakan teknik persampelan rawak berstrata diguna pakai dalam kajian ini. Data tinjauan diperoleh daripada 266 orang pengurus bank daripada enam institusi bank yang besar di bandar Sindh, Pakistan. Analisis PLS-SEM memperlihatkan bahawa kajian ini menyokong hubungan yang dihipotesis antara kepemimpinan transaksional, gaya kepemimpinan transformasi dengan prestasi kerja. Secara khususnya, analisis kajian mendapati terdapat hubungan positif yang signifikan antara kedua-dua dimensi kepemimpinan transaksional (ganjaran bersyarat dan pengurusan melalui pengecualian [aktif]) dengan prestasi kerja. Sebaliknya, hubungan yang signifikan antara pengurusan melalui pengecualian (pasif) dengan prestasi kerja tidak sokong dalam kajian ini. Walau bagaimanapun, kecuali stimulasi Intelek, empat dimensi gaya kepimpinan transformasi yang lain, iaitu pengaruh yang diunggulkan (ditentukan), pengaruh yang diunggulkan (tingkah laku), inspirasi yang memberi motivasi dan pertimbangan individu, didapati mempunyai hubungan yang positif dengan prestasi kerja. Selain itu, meskipun politik penilaian prestasi didapati menyederhana secara signifikan hubungan antara gaya kepemimpinan transformasi dengan prestasi kerja, namun hal yang sebaliknya didapati berlaku dalam hubungan antara gaya kepemimpinan transaksional dengan prestasi kerja. Secara umumnya, hasil kajian menyarankan bahawa kepemimpinan transformasi memainkan peranan yang penting dalam menentukan prestasi kerja. Hubungan ini diperkukuh dengan adanya pemboleh ubah penyederhana, iaitu politik penilaian prestasi. Akhir sekali, implikasi teori, kaedah dan amali turut diketengahkan dalam kajian ini.

Kata kunci: Kepemimpinan Transaksional, Kepemimpinan Transformasi, Prestasi Kerja, Politik Penilaian Prestasi, Bank, Pakistan

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LIST OF ABBREVIATIONS

ABL	Allied Bank Limited
AMOS	Analysis of Moment Structures
ATM	Auto Teller Machine
AVE	Average Variance Extracted
BAF	Bank Al-Falah
CMV	Common Method Variance
CR	Composite Reliability
CR	Composite Reliability
DFIs	Development Financial Institutions
DV	Dependent Variable
FBR	Federal Board of Revenue
GDP	Gross Domestic Product
GoF	Goodness of Fit
GoP	Government of Pakistan
HBL	Habib Bank Limited
LMX	Leader Member Exchange
MLQ	Multifactor Leadership Questionnaire
MCB	Muslim Commercial Bank
NBP	National Bank of Pakistan
OCB	Organizational Citizenship Behavior
PAP	Performance Appraisal Politics
PCPAQ	Perceived Political Considerations in Performance Appraisal Questionnaire
PLS	Partial Least Square
PLS-SEM	Partial Least Square Structural Equation Modeling
SBP	State Bank of Pakistan
SEM	Structural Equation Modeling
SPSS	Statistical Package for Social Science
TRFIC	Transformational leadership Individualized Consideration
TRFIIA	Transformational leadership Idealized influence (Attributed)
TRFIIB	Transformational leadership Idealized Influence (Behavior)
TRFIM	Transformational Leadership Inspirational Motivation
TRFIS	Transformational leadership Intellectual stimulation
TRSCR	Transactional Leadership Contingent Reward
TRSMBEA	Transactional Leadership Management by Exception Active
TRSMBEP	Transactional Leadership Management by Exception Passive
UBL	United Bank Limited
VIF	Variance Inflation Factor
f^2	Effect size
Q^2	Q-squared (denotes Predictive Relevance)
R^2	R -squared (denotes Coefficient of Determinant)
Sig.	Significant
A	Cronbach's Alpha coefficient
B	Estimate of beta coefficient/ path coefficient
<	Less than (in value)
>	Greater than (in value)

CHAPTER ONE

INTRODUCTION

1.1 Introduction

This chapter consists of background of the study, problem statement, followed with research questions, and research objectives. In addition to that, the significance of the study and operational definitions of the variables are given. Lastly, the organization of thesis has been provided.

1.2 Background of the Study

Leadership has been considered as an important factor which has great influence on the performance of organizations, managers, and employees worldwide. The success of the organization depends on the efficiency of the leader to uplift individual performance. Among all other sectors banking sector is considered as backbone of the economy, and contributes significantly in the growth of economic development worldwide. But due to sub standard services by the employees of banking sector worldwide i.e., in America and Europe has hampered after global crisis between 2007-08 (Greenspan, 2008; Rhodes & Stelter, 2010; Emu & Umeh, 2014). Resulting to poor performance of employees specially the performance of managers of the banks affected the banking services worldwide and pushed some banks to bankruptcy (Greenspan, 2008; Wagner, 2010).

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Appendix A

Survey Questionnaire

Note: Questionnaire to be filled by Bank Manager

Please Tick mark in the relevant box.

Part-A (Demographics)

1. Gender: Male Female
2. Age in years:
 20 to 30 31 to 40 41 to 50 51 and Above
3. Position Held: _____ 4. Bank: NBP /HBL /MCB /ABL /UBL /BAF _____
5. Experience in years: _____ 6. Highest Qualification: _____
7. Monthly Income Rupees:
 40,000 or less 41000 to 50,000
 51,000 to 60,000 61,000 to 70,000
 71,000 to 80,000 81,000 and above
8. Marital status:
 Married Unmarried

Part-B

Section-1 Leadership Styles

Given below are 32 self rating items related to your leadership style. Encircle the appropriate answer from the given Choices:

S.No	Item	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1.	I provide others with assistance in exchange for their efforts.	1	2	3	4	5
2.	I re-examine critical assumptions to question whether they are appropriate.	1	2	3	4	5
3.	I fail to interfere until problems become serious.	1	2	3	4	5
4.	I focus attention on irregularities, mistakes, exceptions and deviations from standards.	1	2	3	4	5

5.	I talk about my important values and beliefs.	1	2	3	4	5
6.	I seek different perspectives when solving problems.	1	2	3	4	5
7.	I talk optimistically about the future.	1	2	3	4	5
8.	I instill pride in others for being associated with me.	1	2	3	4	5
9.	I discuss in specific terms who is responsible for achieving performance targets.	1	2	3	4	5
10.	I wait for things to go wrong before taking action.	1	2	3	4	5
11.	I talk enthusiastically about what needs to be accomplished.	1	2	3	4	5
12.	I specify the importance of having strong sense of purpose.	1	2	3	4	5
13.	I spend time in teaching and coaching.	1	2	3	4	5
14.	I make clear what one can expect to receive when performance goals are achieved.	1	2	3	4	5
15.	I show that I am firm believer in "if it ain't broke do not fix it".	1	2	3	4	5
16.	I go beyond self interest for the good of group.	1	2	3	4	5
17.	I treat others as individuals rather than just as a member of a group.	1	2	3	4	5
18.	Demonstrate that problems must become chronic before I take action.	1	2	3	4	5

19.	I act in ways that build others' respect for me.	1	2	3	4	5
20.	I concentrate full attention on dealing with mistakes, complaints and failures.	1	2	3	4	5
21.	I consider the moral and ethical consequences of decisions.	1	2	3	4	5
22.	I keep track of all mistakes.	1	2	3	4	5
23.	I display a sense of power and confidence.	1	2	3	4	5
24.	I articulate a compelling vision of the future.	1	2	3	4	5
25.	I direct my attention towards failure to meet standards.	1	2	3	4	5
26.	I consider as an individual as having different needs, abilities and aspirations from others.	1	2	3	4	5
27.	I get others to look at problems from many different angles.	1	2	3	4	5
28.	I help others to develop their strengths.	1	2	3	4	5
29.	I suggest new ways of looking at how to complete assignments.	1	2	3	4	5
30.	I specify the importance of having strong sense of mission.	1	2	3	4	5
31.	I express satisfaction when others meet expectation.	1	2	3	4	5
32.	I express confidence that goals will be achieved.	1	2	3	4	5

Section-II Performance Appraisal Politics

Given below are 15 self rating items related to performance appraisal politics. Encircle the appropriate answer from the given choices:

S.No	Item	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1.	I avoid ratings that have negative consequences for employees.	1	2	3	4	5
2.	I inflate ratings to maximize rewards to employees.	1	2	3	4	5
3.	I avoid low ratings to avoid written record of poor performance.	1	2	3	4	5
4.	I give equivalent ratings to avoid resentment and rivalries.	1	2	3	4	5
5.	I give inflated ratings to avoid uncomfortable confrontation.	1	2	3	4	5
6.	I avoid low ratings to that may antagonize (upset) employees.	1	2	3	4	5
7.	I give high ratings to gain employee support/ cooperation.	1	2	3	4	5
8.	I conform to the norm to avoid disapproval from peers.	1	2	3	4	5
9.	Ratings in part reflect personal liking or disliking of employees.	1	2	3	4	5
10.	I inflate ratings to gain special services or favors from employees.	1	2	3	4	5
11.	Quality of personal relationship affects rating.	1	2	3	4	5
12.	I give low ratings to teach rebellious					

	employees a lesson.	1	2	3	4	5
13.	I give low ratings to encourage employee an employee to leave.	1	2	3	4	5
14.	I give higher ratings than deserve to repay favors to employees.	1	2	3	4	5
15.	I give accurate ratings only to the extent that they perceive they may be rewarded for doing so or penalized for failing to do so.	1	2	3	4	5

Section-III Job Performance

Given below are 37 items self rating related to job performance. Encircle the appropriate answer from the given Choices:

S.No	Item	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1.	I fulfill the responsibilities stated in job description.	1	2	3	4	5
2.	I perform tasks that are expected.	1	2	3	4	5
3.	I meet formal requirements of the job.	1	2	3	4	5
4.	I involve in the activities that are relevant to yearly performance assessment.	1	2	3	4	5
5.	I neglect the aspects of the job that is obliged to perform.	1	2	3	4	5
6.	I fail to perform essential duties.	1	2	3	4	5
7.	I adequately complete assigned duties.	1	2	3	4	5
8.	I always complaint about the things that are not important.	1	2	3	4	5

9.	I always make a big issue out of small issues.	1	2	3	4	5
10.	I always find fault with what the organization is doing.	1	2	3	4	5
11.	I always pay attention to matters that are negative rather than on matters that are positive.	1	2	3	4	5
12.	I am always complaining about work.	1	2	3	4	5
13.	I help new workers to adapt even though it is not required to do so.	1	2	3	4	5
14.	I willingly help others who have problems with their work.	1	2	3	4	5
15.	I help others who have heavy workload.	1	2	3	4	5
16.	I always ready to offer help of those around.	1	2	3	4	5
17.	I help to do work of those coworkers who have not been able to come to work.	1	2	3	4	5
18.	I try to prevent from creating problems for coworkers.	1	2	3	4	5
19.	I do not abuse the rights of others.	1	2	3	4	5
20.	I always consider the impact of actions on coworkers.	1	2	3	4	5
21.	I take steps to avoid problems with other coworkers.	1	2	3	4	5
22.	I am aware of how behavior affects other people's job.	1	2	3	4	5
23.	I read and follow all announcements, memos, and others given out by organization.	1	2	3	4	5
24.	I keep up to date with changes in the	1	2	3	4	5

	organization.					
25.	I am confident that if I do my job honestly I will be rewarded accordingly.	1	2	3	4	5
26.	I attend meetings that are not compulsory, but are considered important.	1	2	3	4	5
27.	I attend functions that help improve company's image even though attendance is not compulsory.	1	2	3	4	5
28.	I follow the rules and regulations of company even when no one is watching.	1	2	3	4	5
29.	I do not take extra time for break.	1	2	3	4	5
30.	I often work beyond office hours even though not being asked.	1	2	3	4	5
31.	I am one of the organization's most honest employees.	1	2	3	4	5
32.	I make innovative suggestions to improve this department.	1	2	3	4	5
33.	I try to adopt improved procedures for this department.	1	2	3	4	5
34.	I try to institute new more effective work methods for this department.	1	2	3	4	5
35.	I provide constructive suggestions to improve how things operate in this department.	1	2	3	4	5
36.	I make recommendations on issues that affect the department.	1	2	3	4	5
37.	I speak up with ideas for new changes in procedures	1	2	3	4	5


Appendix B

Literature Matrix

S.No	Author	Variable			Findings
		Independent	Dependent	Mediator/ Moderator	
1	Abbas and Yaqoob (2009)	Leadership development	Employee performance	-	Positive relationship between leadership development and employee performance
2	Emu and Umeh (2014)	Leadership Practices	Job satisfaction		Positive relationship between leadership practices and job satisfaction
3	Vigoda (2007)	Transformational leadership Transactional leadership	In-role performance & OCB	Organizational politics (med)	Positive relationship between transformational leadership and in-role performance. Positive relationship between transactional leadership and In-role performance Partial mediation

					between transformational leadership, transactional relationship in their relationship with in-role performance and OCB
4	Want et al., (2011)	Transformational leadership	Performance		Positive relationship between transformational leadership and performance.
5	Eagly, A. H., Johannesen-Schmidt, M. C., & Van Engen, M. L. (2003)	Transformational leadership Transactional leadership	Satisfaction effectiveness		Positive relationship between transformational leadership and satisfaction. Positive relationship between transactional leadership and satisfaction effectiveness. Relationship varied across the gender (male v/s female)

6	Erhart (2004)	Leadership Procedural justice	OCB		Positive relationship between Procedural justice and OCB.
7	Avolio, Zhu, &Koh (2004)	Transformational leadership	Organizational commitment	Psychological empowerment	Positive relationship between transformational leadership and organizational commitment. Significant mediation of psychological empowerment between transformational leadership and OC.
8	Bodla& Hussain (2009)	Transformational Leadership	Job satisfaction		Positive relationship between transformational leadership and job satisfaction.
9	Kark& Shamir (2003)	Transformational Leadership	Self efficacy Self esteem Collective efficacy	Social identification	Positive relationship between transformational leadership and self-efficacy. Positive with self-

					<p>esteem</p> <p>Positive relationship with collective efficacy.</p> <p>Partial mediation between self-efficacy, collective efficacy and self-esteem in their relationship with transformational leadership.</p>
10	 <p>Wofford, Whittington, Goodwin, (2001)</p>	Transformational leadership	Leadership effectiveness	Follower motives	<p>Positive relationship between transformational leadership and leadership effectiveness.</p> <p>Follower motives moderated the relationship between transformational leadership and leadership effectiveness.</p>
11	Ali & Rad (2006)	Participative leadership style	Job satisfaction	Job	Positive relationship between participative leadership and job

			performance		satisfaction. Positive relationship between participative leadership and job performance.
12	Voon, Ngui, & Ayob (2011)	Leadership styles	Job satisfaction		Positive relationship between transformational leadership and job satisfaction (more significant). Positive relationship between transactional leadership and job satisfaction.
13	Chookruvong (2000)	Directive Leadership styles Supportive leadership	Job performance		Weak relationship between directive leadership and job performance Moderate positive relationship between supportive leadership

					and job performance.
14	Shah & Hamid (2015)	Transformational leadership	Job performance		Positive relationship between transformational leadership and job performance
15	Shah et al., (2016)	Transformational leadership	OCB		Positive relationship between transformational leadership and OCB
16	Dolatabadi&Safa (2010)	Directive leadership	Service quality	Role clarity and share customer values (med)	Positive relationship between directive leadership and service quality. Negative relationship between directive leadership and shared values and positive relationship with role clarity.
17	Bass &Avolio (1993)	Transformational leadership	Organizational culture		Positive relationship betweenTransformational leadership and Organizational culture
18	Sheridan &Vredenburgh	Transactional	Job		No relationship between transactional

	(1978)	leadership	performance		leadership and job performance
19	Geyer, & Steyrer, 1998	Transactional leadership	Job performance		Insignificant relationship between transactional leadership and job performance.
20	MacKenzie, Podssakoff, & Rich, 2001	Transformational leadership Transaction leadership	Job performance		Positive Transformational relationship with job performance Transactional negative relationship with job performance.
	Parry & Thomson 2002	Transactional leadership	Organizational effectiveness Job performance		Positive relationship with organizational effectiveness Insignificant relationship with job performance.
21	O'Reilly & Roberts, 1978	Directive leadership styles	Performance		Insignificant relationship with performance
22	Dhiman & Maheshwari (2013)	Appraiser-apraisee relationship	Performance appraisal politics		Negative relationship between appraiser-apraisee relationship and performance

		Downward communication			appraisal politics Negative relationship between downward communication and appraisal politics
23	Longnecker et al., (1987)	Performance appraisal politics	Performance		Negative relationship between appraisal politics and performance
24	Tizner et al., (1996)	Performance appraisal politics	Performance		Significant negative relationship between appraisal politics and performance.
25	Poon (2004)	Performance appraisal politics	Job satisfaction Turnover intention		Negative relationship between appraisal politics and job satisfaction Significant positive relationship between appraisal politics and turnover intention.
26	Sogra&Shahid (2009)	Performance appraisal politics	Job satisfaction		Negative relationship between appraisal politics and job satisfaction.

27	Arshad et al., (2013)	Performance appraisal politics	Job satisfaction and Turnover		Negative with job satisfaction Significant positive relationship with turnover.
28	Ammad&Lemba (2010)	Performance appraisal politics	Employee turnover		Significant positive relationship between appraisal politics and employee turnover.
29	Abbas and Raja (2014)	Performance Appraisal Politics	Innovative performance		Negative relationship between appraisal politics and innovative performance.
30	Bing et al., (2011)	Organizational politics	Job Performance	Political skill (Mod)	Negative relationship between organizational politics and job performance. Political skill moderated the relationship between organizational politics and job performance
31	Brouer et al., (2011)	Organizational politics	Job Performance	Political skill (mod)	Negative relationship between organizational politics and performance.

					Moderation of political skill between organizational politics and performance relationship.
32	Kacmar et al., (2011)	Ethical Leadership	OCB	Organizational politics (Mod)	Positive relationship between Ethical Leadership and OCB.
33	Rahman, Hussain & Haque (2011)	Organizational politics	Performance		Negative relationship between organizational politics and performance
34	Aziz et al., (2013)	Performance appraisal politics	Organizational commitment, turnover intention		Negative relationship with organizational commitment Positive relationship with employee turnover intention
35	Bhatti & Qureshi (2007)	Employee participation	Job satisfaction		Positive relationship between employee participation and job satisfaction
36	Van Knippenberg (2000)	Work motivation	Job performance		Positive relationship between work motivation and job performance

37	Halbesleben & Bowler, (2007)	Work motivation	Job performance		Positive relationship between work motivation and job performance
38	Lemieux, Macleod, & Parent, 2009	Salary	Job performance		Positive relationship between salary and job performance
39	Hourani, Williams, & Kress, 2006	Work stress	Job performance		Negative relationship between work stress and job performance
40	Boyett (2006)	Job satisfaction and Recognition	Job performance		Positive relationship between job satisfaction and job performance. Positive relationship between recognition and job performance.
41	Zhu, Avolio, and Walumbwa (2009)	Transformational leadership	Work engagement	Follower characteristics (mod)	Positive relationship between transformational leadership and work engagement. Follower moderated the relationship between transformational and

					work engagement.
42	Tsai, Chen, & Liu, 2007	Transformational leadership	Success	Positive mood (med)	Positive relationship between transformational leadership and success.
43	Charbonneau, Barling, & Kelloway, 2001	Transformational leadership	Job performance	Self efficacy (med)	Positive relationship between transformational leadership and job performance. Self efficacy mediated the relationship between transformational leadership and job performance.
44	Ilies, Judge, & Wagner; 2006	Transformational leadership Charismatic leadership	Follower Motivation		Transformational leadership positive Charismatic leadership more significant in relationship with follower (employee) motivation.
45	Liao and Chuang	Transformation	Performance		Positive relationship between

	(2007	al leadership			transformational leadership and performance.
46	Walumbwa, Wang, Lawler, and Shi (2004	Transformational leadership	Job performance		Positive relationship between transformational leadership and job performance.
47	Seltzer & Bass, 1990	Transformational leadership	High level effort		Positive relationship between transformational leadership and high level effort
48	Bass's (1985)	Transactional leadership	empowerment		Positive relationship with empowerment
49	Geyer & Steyrer, 1998	Transactional leadership	Performance		Negative relationship between transformational leadership and performance
50	MacKenzie <i>et al.</i> , 2001	Transactional leadership	Performance		Insignificant relationship between transformational leadership and performance
51	Lowe <i>et al.</i> , 1996	Transactional leadership	Performance		Negative relationship between transformational leadership and

					performance
52	Parry & Thomson, 2002	Transactional leadership	Performance		Negative relationship between transformational leadership and performance.
53	Moger (2006)	Transformational leadership Transactional leadership	OCB		Positive relationship between transformational leadership and OCB. Positive relationship between transactional leadership and OCB.
54	Gardner and Stough (2002)	Transformational leadership Transactional leadership	Job Performance		More Significant positive relationship between transformational leadership and job performance. Significant relationship between transactional leadership and job performance
55	Dviret <i>al.</i> , 2002	Transformational leadership	Job Performance		More Significant positive relationship between transformation

					al leadership and job performance Significant relationship between transactional leadership and job performance
56	MacKenzie <i>et al.</i> , 2001	Transformational Leadership Transactional leadership	Job performance	Organizational politics (mod)	More Significant positive relationship between transformational leadership and job performance Significant relationship between transactional leadership and job performance
57	Breaux, Munyon, Hochwarter, & Ferris (2009)	Consciousness	Job performance	Organizational politics (mod)	Significant positive relationship between consciousness and job performance Significant moderation of organizational politics on the relationship.
58	Spence & Keeping, 2011	Performance appraisal	Job Satisfaction		Negative relationship between appraisal politics and job

		politics			satisfaction
59	Drory (1993)	Organizational politics	Job attitudes		Negative relationship between organizational politics and job attitudes.



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