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Mediatory Role of Employee's Psychological Behavior between Leadership Style and Employee's Commitment: An Empirical Study in Banking Sector

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Abstract---One among the crucial parameter in the Human Resource Practices in every organization is the employee's retention through the effective leadership. Management has to ensure the proper engagement of their employees based on their ability. Due to improper handling of the employees, there witnessed a large amount employees turnover particularly in the banking and finance industry. Organization could not able to grasp the psychological behavior of those employees why they preferred leaving the organization. Taking this as a core problem, this study aim to find the mediatory role of employee's psychological behavior between the leadership style and their job performance in the banking sector encompasses public, private, and foreign banks in India among 593 employees selected through a simple random sampling technique. The researcher has applied various important tools, and the result exposed the positive impact of leadership style with the obligation through employee's psychological behavior and satisfaction. Also employees working in the banks have enjoyed a good working environment along with the management support through motivation and rewards in their career. Leaders have to support towards implementation of latest technology and the training programme for enhancing the commitment of the employees.

Keywords---banks, employees, job satisfaction, performance management, psychological behavior.

Introduction

The performance of every organization depends upon the engagement of the employees. Their pro-activeness and self engagement in the organization rests with the well being available inside the organization through their emotional intelligence (Thor, 2013) in (Milhem, Muda, and Ahmed, 2019). Sawaneh and Kamara (2019) also pointed out that the survival of the organization is in question when knowledgeable employees leave the organization owing to dissatisfaction in their work environment, and retaining those employees by the organization is a challenging issue. Khan and Aleem (2014) also substantiated this result by pointing out that this type of turnover paves towards hiring a new workforce without any experience in the particular field and reducing productivity.

In today's business environment, staff turnover is varying day by day with an increasing trend universally. Employee turnover is the ratio between the employees who were leaving the organization and the total employees working in that organization, and it is a significant issue faced by profit as well as non-profit oriented organization (Long and Thean, 2011). According to Ng'ethe, Namusonge, and Iravo (2012), employees are likely to be within the working organization only when they have a belief with their supervisors who were taking care of their welfare measures. They should give an immediate remedy to the problem if any arises among their subordinates, and if that problem was left unattended, it results in the turnover intention among the employees.

Nowadays, every organization takes various strategies and steps in identifying possible ways to retain its employees. In other words, managers are following a transformational form of leadership for keeping their devoted workforce by explaining the role of importance assigned to them. Also, they have considered the career advancement of every employee on a priority basis by monitoring their performance through an effective system. Employees who were effectively utilizing their skills and knowledge were also motivated through compensation, promotion opportunities, and rewards. Still, some of the employees have not satisfied with this type of motivation and are not committed to their assignment. Hence it is the inevitable role of the management those who were the leaders in the organization to control the employee turnover and get an excellent outcome from them by providing the desired inputs and resources. (Razzaq, Khalid, and Haroon, 2019).

Psychological behavior also makes the employee's to think about the security of the present job. There evidenced a lot of earlier research dealt with job security on the commitment nature. (Ohunakin et al. (2020); Jandaghi, Mokhles, and Bahrami, 2011; Adesubomi, 2018; Sanyal, Hisam and BaOmar, 2018) and substantiating the result of (Khalid et. al. 2019) which underlined the positive association of rewards and negative association of psychological capital with the commitment and the same was confirmed by (Coetzee, Potgieter, and Ferreira, 2018, p-3) by informing that the inter-and intra-psychological facets of employees stimulate the turnover intentions among the employees irrespective of the organization.

The above point confirmed that the decision of the employees about their stay is based on positive recognition and compensation in the organization and consequences may think about switching over to a good opportunity. There evidenced earlier research works on the topic of leadership style and its impact on the determinants which induces employee's retention. This is a study about the mediatory role of staff job contentment and psychological behavior between the leadership style and employee commitment. Earlier, many studies were done in connection with finding the mediatory effect of various determinants. (i.e.) Saleem (2015) has studied the arbitrating part of perceived organizational politics between the headship approach and job contentment. Alam et. al., (2020) investigated the intervening effect of employee motivation with the leader's emotional intelligence and the employees' organizational performance. Miao, Fayzullaev, and Dedahanov (2020) studied the centralized role of worker's happiness in performing the job with the determinants of employee creativity. Razzaq, Khalid, and Haroon (2019 a) have examined the mediatory part of affective commitment between the headship style and the turnover intention. Bose, Patnaik, and Mohanty (2020) attempted with the psychological empowerment between transformational leadership and organizational identification of the employees. Tion et. al., 2020) investigated the mediatory role of OCB and communication between Transformational Leadership and employee retention. Khan, Rehman and Fatima (2009) have analyzed centralized role of organizational size between Transformational leadership and organizational innovation.

But the mediatory role of the employee's satisfaction and psychological behavior between the leadership style and the organizational commitment have not been previously examined in a single study of research and this was identified as a research gap for this study. Various determinants of the leadership style were considered with the following research questions.

- Does the leadership style improve the organizational commitment of the employees?
- Whether staffs job satisfaction and the psychological behavior significantly mediating the leadership style with the organizational commitment?
- Do the talent management followed by the management satisfy employees?

This paper proceeding with the following chapters; first with the literature review and second one explaining the theoretical framework, objectives of the research and hypothesis, third encompasses methodology, data collection, analysis, and interpretation followed with the result, discussion and conclusion in the fourth chapter. We discussed the limitations and the scope of the future research in the fifth chapter followed by the reference.

Literature review

The purpose of reviewing earlier literature facilitates to get the published information revealed through critical analysis in a particular topic and enable the researcher to get a summary for their present work. The following section has discussed the literature on the current topic. Erkutlu (2008) found that

transformational leadership and organizational effectiveness positively affected the leadership behaviors. Abazeed (2018) realized that idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration of the employees affected the organization through learning activities. Khan, Rehman, and Fatima (2009) found that transformational leadership has a positive impact on organizational innovation through organizational size. Milhem, Muda, and Ahmed (2019 a) also confirmed the emotional intelligence of the managers supporting the transformational leadership and its relation to employee engagement. Muslichah and Asrori (2018) confirmed the positive relationship between Transformational leadership and satisfaction through trust in the leader among the employees working in the local secretariat office in Indonesia. Samad (2012) analyzed the influence of the innovation and transformational leadership on organizational performance and confirmed that the innovation in process, product, service, and administration along with motivation, stimulation, and individual consideration influencing the organizational performance.

Jusuf et al. (2016) revealed that the best career development has a significant impact on commitment, but at the same time satisfaction level of the workers, leadership and organizational culture have found to have a positive relationship but not impacting significantly. Fanimahinn and Popoolam (2013) investigated the effect of career progression, work motivation, leadership styles on job satisfaction among the library personal in the civil service of Nigeria and realized the existence of relationship between the leadership style and job satisfaction but with low motivation level. Abimbola, Omowumi, and Dele (2017) studied the effect of management headship on employee's role in their job in Nigeria and found that transactional leadership quality hurts the employees' performance against the transformational leadership style. Napitupulu et al. (2017) proved that organizational support and motivation lead to the career development of the employees and promoting affective commitment and performance. Dialoke and Nkechi (2017) revealed that career progression is optimistically associated towards staff's motivation for doing an outstanding administrative performance. Nasution, Mariatin, and Zahreni (2018) also informed that career development and organizational culture have a positive influence on employee performance. Dixit and Arrawatia (2018) found that the talent management practices being followed in the bank of Rajasthan affecting the performance and satisfaction towards their job.

Wickramaaratchi and Perera (2020).realized that an increase in motivation increases the performance of the employees, and adopting talent management satisfying the younger generation staffs and thereby improving their performance. Mohammed (2015) found that there is a positive association between managing talent through value addition by the organization, retention and engagement. Zhou et al. (2014) revealed that psychological and emotional behavior has a momentous positive impact on the employee's obligation towards commitment. Also, those employees having fulfillment in their job feel proud to be a part of the organization. The author also pointed out that the satisfaction of these workers varies with the psychological contract level. Jomah (2017) studied the psychological empowerment on the organizational commitment among the employees in King Saudi University and seen that the self-determination (i.e.)

discretion of making the decision have an impact on the organizational commitment among them and also reducing burnout and absenteeism.

Ricci (2016) pointed out those organizations using this performance management system to develop their employees along with administrative purposes to evaluate the job as well as to predict the engagement of the employees with that job. Ibrahim and Daniel (2019) revealed through the opinion of 250 Coca-cola company employees that exists an optimistic association among effective headship and organizational achievement, and also the company productivity is resting with the leadership quality. Vahedi and Asadi (2013) revealed that management style has a major effect on managers and staff's performance. Also suggested the management to execute the decisions transparently and should have an optimistic view and also motivating their employees. The managers must review the condition and proportion of the task assigned regularly.

Research gap

The outcome of the effect of leadership style in the organization on job satisfaction and organizational commitment is found evident in various earlier studies. Also, some researchers have examined the mediating role of many constructs like perceived quality products, employee motivation, employee job satisfaction, affective commitment, organizational citizenship behavior, and organizational size, and only one research has studied the impact of psychological empowerment between the transformational leadership and the organization identification of the employees. But practically, it is the psychological behavior of the employees that determine the retention in a particular job even though they have job satisfaction and an efficient leadership approach. There are no other studies about the mediating role of the psychological behavior of the employees between the leadership style of the management and the employee commitment towards the organization. It is the actual research gap identified in this study, and the researcher has proceeded by considering the psychological behavior as well as the job satisfaction as the mediator between the leadership style and the employee commitment among the bank employees in India taken as a whole.

Conceptualization and hypothesis development

The determinants related were identified through various earlier research works, and a conceptual model was developed by considering the employee's psychological behavior and the job satisfaction of the employees as a mediator between the leadership style encompasses the independent factors like Transformational leadership, Career, Talent Management, Motivation Performance Management System and a dependent factor employee commitment. The detailed interpretation of the figure is discussed below:

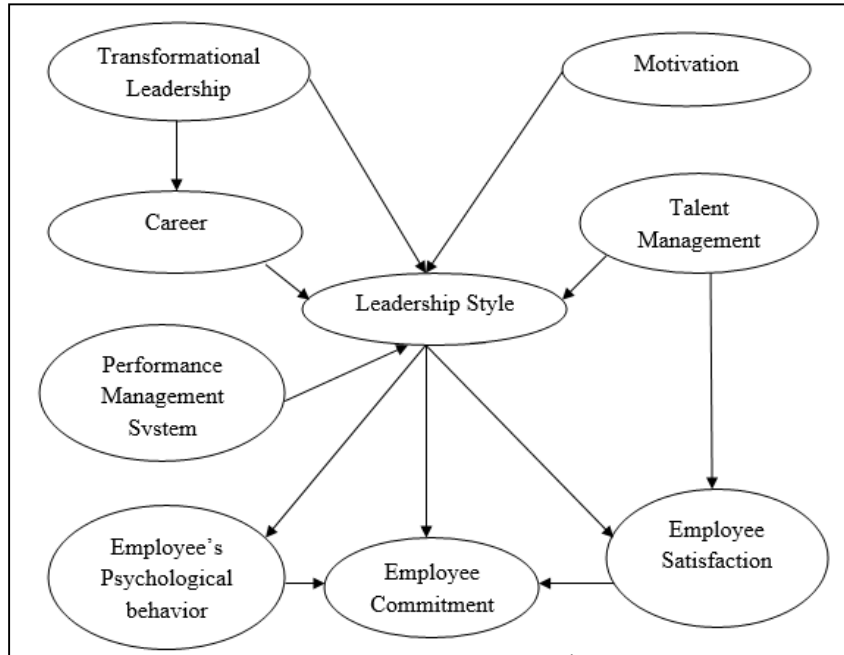


Figure 1. Conceptual Model

Based on the outcome of the literature review and the conceptual model of the study, the researcher has considered the following objectives.

- To examine the association between the demographic variable and the factor which influencing the leadership style in the banking sector.
- To analyze the association between the determinants of leadership style and employee satisfaction and employee commitment
- To investigate the mediating role of psychological behavior and job satisfaction between the leadership style and employee commitment.
- To find the impact of the factors of leadership style on job satisfaction and employee commitment.

The researcher has also framed the following hypothesis:

- H₁: Transformational leadership is positively related to the leadership style
- H₂: Career positively affects the leadership style
- H₃: Talent Management positively affects the leadership style
- H₄: Motivation positively influences the leadership style
- H₅: Performance Management System positively influences the leadership style
- H₆: Employees' psychological behavior positively mediates the leadership style on Employee commitment.
- H₇: Job Satisfaction positively mediates the effect of leadership style on Employee Commitment
- H₈: Leadership style positive influences the employee commitment

- H₉: Transformational Leadership positive influences the Career of the employees.
- H₁₀: There is a significant association between the demographic variables significantly associated with the factors of leadership style, job satisfaction, and employee commitment.

Research Methodology

Sample size and Questionnaire Development

In the previous chapter, the researcher has effectively discussed the objectives and formulated the hypothesis required for the study. It is the study based on the sample includes the employees of the banking sector encompasses the public sector, private sector, and the foreign bank operating all over India, the multi-stage sampling method was followed initially in view to increase the observed variance along with strengthening the final results. Some of the bank authorities have not co-operated in allowing to survey, and this created a problem in data collection. But researcher has derived the total population as 40552 based on the available data and the source for collecting the information. But only 36172 of them have consented to participate in the survey. As it is the known population, the researcher has arrived at the final sample size with the formula and the parameters.

$$n = z^2 \cdot (p(1-p)/e^2) / 1 + (z^2 \cdot p(1-p)/e^2N)$$

Where:

- n = the desirable sample size
- z = standard normal variable at 95% confidence level (i.e.) 1.96
- p = proportion or estimated characteristics of the targeted population
- (1-P) = q: the difference between the total percentage of the population and the estimated characteristics of the targeted population. (1-p) = 1-0.5=0.5
- e- =Error term 4%

Hence the required population is:

$$n = (1.96)^2 \times 0.5 \times 0.5 / 0.04 \times 0.04 / 1 + ((1.96)^2 \times 0.5 \times 0.5) / 0.04 \times 0.04 \times 36172$$

$$n = 594.05 = \text{rounded off: } 594$$

Hence the required sample is 594. To have a precise result, the researcher has considered 900 employees through a simple random sampling technique through a randomizer. The reliability value of the instrument also confirmed the content validity (0.837) during the pre-test conducted with 100 local bank employees. The original questionnaire also got translated into the local language depends upon the geographic area of the survey and distributed to 900 respondents between April 2020 and November 2020. But only 703 received, and out of this, 110 found unusable for analysis with a return rate of 65.89%. The researcher has considered various valuable tools through SPSS 21 package with detailed results as noted below.

Confirmatory factor analysis

Confirmatory factor analysis (CFA) is a technique for us to check the uni-dimensionality of the model. (Diamantopoulos & Siguaw, 2000) in (Tsoukatos & Graham K. Rand, 2006) informed that the chi-square test value along with the RMSEA, ECVI, standardized RMR, GFI, and CFI indices are sufficient to assess an overall model fit of every research. The casual relationship among the constructs considered in this study obtained through structural equation modeling along with the goodness of fit index is given in Figure 2 and Table 1 below.

Table 1
Summary for the Goodness of Fit Indices

| Category of Fitness | Name of the Indices | Value of the indices | Remarks |
|---|---------------------|----------------------|---------|
| Absolute Fit Index Incremental Fit Index | RMSEA | 0.054 | Good |
| | GFI | 0.881 | Good |
| | CFI | 0.901 | Good |
| | IFI | 0.901 | Good |
| | RMR | 0.051 | Good |
| | SRMR | 0.049 | Good |
| Parsimonious Fit Index | CMIN/df | 2.718 | Good |

From the above result, it is noticed that the entire required index have achieved their limit and confirmed the model's goodness of fit through structural equation modeling.

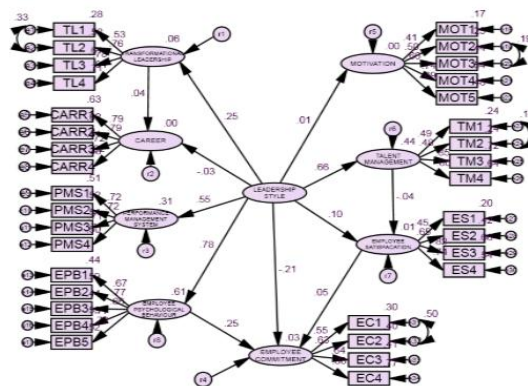


Figure 2. Structural Equation Modeling between the leadership style and Employee Commitment

The internal consistency values of the standardized factor loading, AVE, and the composite reliability (CR) confirmed the reliability is detailed in Table 2 below:

Table 2
Parameter estimates of the study

| Latent Factors | Label | Standardized Factor Loading | Cronbach Alpha Value | Critical Ratio (CR) | R ² | AVE | CR |
|-----------------------------------|-------|-----------------------------|----------------------|---------------------|----------------|-------|-------|
| Transformational Leadership | TL1 | 0.534 | 0.833 | 12.378 | 0.285 | 0.545 | 0.824 |
| | TL2 | 0.760 | | 17.530 | 0.578 | | |
| | TL3 | 0.779 | | 18.193 | 0.607 | | |
| | TL4 | 0.843 | | * | 0.711 | | |
| Career | CARR1 | 0.795 | 0.819 | 14.389 | 0.632 | 0.537 | 0.821 |
| | CARR2 | 0.788 | | 13.810 | 0.621 | | |
| | CARR3 | 0.717 | | 13.225 | 0.514 | | |
| | CARR4 | 0.617 | | * | 0.381 | | |
| Performance Management System | PMS1 | 0.715 | 0.805 | 14.645 | 0.511 | 0.510 | 0.806 |
| | PMS2 | 0.721 | | 14.347 | 0.520 | | |
| | PMS3 | 0.712 | | 14.710 | 0.507 | | |
| | PMS4 | 0.709 | | * | 0.503 | | |
| Motivation | MOT1 | 0.413 | 0.750 | * | 0.171 | 0.408 | 0.765 |
| | MOT2 | 0.503 | | 7.495 | 0.253 | | |
| | MOT3 | 0.661 | | 8.231 | 0.437 | | |
| | MOT4 | 0.738 | | 8.259 | 0.545 | | |
| | MOT5 | 0.795 | | | 0.632 | | |
| Talent Management | TM1 | 0.492 | 0.758 | * | 0.242 | 0.458 | 0.760 |
| | TM2 | 0.485 | | 9.696 | 0.235 | | |
| | TM3 | 0.846 | | 10.999 | 0.716 | | |
| | TM4 | 0.800 | | 11.109 | 0.640 | | |
| Employee's Psychological Behavior | EPB1 | 0.665 | 0.839 | 15.373 | 0.442 | 0.647 | 0.842 |
| | EPB2 | 0.771 | | 17.335 | 0.594 | | |
| | EPB3 | 0.665 | | 15.524 | 0.442 | | |
| | EPB4 | 0.767 | | * | 0.588 | | |
| | EPB5 | 0.722 | 0.755 | 16.951 | 0.521 | 0.455 | 0.762 |
| Employee Satisfacation | ES1 | 0.446 | | * | 0.199 | | |
| | ES2 | 0.645 | | 9.253 | 0.416 | | |
| | ES3 | 0.815 | | 9.332 | 0.664 | | |
| | ES4 | 0.735 | | 9.613 | 0.540 | | |
| Employee Commitment | EC1 | 0.545 | 0.801 | * | 0.297 | 0.471 | 0.775 |
| | EC2 | 0.632 | | 15.413 | 0.399 | | |
| | EC3 | 0.643 | | 10.996 | 0.413 | | |
| | EC4 | 0.880 | | 10.905 | 0.774 | | |

Source: Primary data

The average variance extracted and the composite reliability coefficient was taken into account as a quality of measure in every research. The average value extracted (AVE) in this study ranges between 40% and 65%, against the recommended value of 0.5 (Tentam and Anindita, 2020). But (Fornell & Larcker, 1981) in (Lam, 2012) pointed out that identifying reliability through AVE is a conventional method one and mostly, the researchers determined the internal consistency and the convergent validity based on the composite reliability that has the value of more than 50%. The composite reliability of this study found more than 0.50 (ranging from 76% to 84%) for all the constructs, and hence the internal reliability of the measurement items is acceptable. The coefficient of determination (R^2) and the reliability value of this study found more than 0.70 (Nunnally, 1978) also confirmed the positive relationship between the constructs of this study.

Socio-Demographic profile of the respondents

The Socio-demographic information about the bank employees on various aspects was obtained and tabulated below in Table 3

Table 3
Demographic profile

| Sl. No. | Category | Classification | Frequency | Percentage |
|---------|---------------------------|-------------------|-----------|------------|
| 01. | Age | 18-25 years | 191 | 32.2 |
| | | 26-35 years | 183 | 30.9 |
| | | 26-45 years | 140 | 23.6 |
| | | 45-58 years | 79 | 13.3 |
| 02. | Gender | Male | 305 | 51.4 |
| | | Female | 288 | 48.6 |
| 03. | Marital Status | Married | 441 | 74.4 |
| | | Unmarried | 112 | 18.9 |
| | | Widower | 28 | 4.7 |
| | | Divorcee | 12 | 2.0 |
| 04. | Educational Qualification | SSLC | 95 | 16.0 |
| | | HSC | 136 | 22.9 |
| | | Under Graduate | 263 | 44.4 |
| | | Post Graduate | 69 | 11.6 |
| | | Profession | 30 | 4.4 |
| | | Others | 4 | 0.7 |
| 05. | Status of the family | Nuclear | 193 | 32.5 |
| | | Joint | 400 | 67.5 |
| 06. | Career Level | Entry level | 129 | 21.8 |
| | | Middle level | 407 | 68.6 |
| | | Upper level | 57 | 9.6 |
| 07. | Designation | Sub Staff | 24 | 4.0 |
| | | Clerk | 67 | 11.3 |
| | | Assistant Manager | 178 | 30.0 |

| | | | | |
|-----|---|---------------------------|-----|------|
| | | Cashier | 271 | 45.7 |
| | | Manager | 40 | 6.7 |
| | | Others | 13 | 2.2 |
| 08. | Income | Up to Rs.25000/= | 40 | 6.7 |
| | | Rs.25001/- to Rs.50000/- | 139 | 23.4 |
| | | Rs.50001/= to Rs.100000/= | 276 | 46.5 |
| | | > Rs.100000/= | 138 | 23.3 |
| 09. | Experience` | < 5 years | 85 | 14.3 |
| | | 5-10 years | 157 | 26.5 |
| | | 11-15 years | 194 | 32.7 |
| | | 16-20 years | 110 | 18.5 |
| | | > 20 years | 47 | 7.9 |
| 10. | Category of banking sector | Public sector bank | 306 | 51.6 |
| | | Public sector bank | 246 | 41.5 |
| | | Foreign bank | 41 | 6.9 |
| 11. | Working location | Urban | 377 | 63.6 |
| | | Rural | 96 | 16.2 |
| | | Semi Urban | 120 | 20.2 |
| 12. | Opinion about the relations with the supervisor | | | |
| | Highly Satisfactory | | 195 | 32.9 |
| | Satisfactory | | 151 | 25.5 |
| | No Answer | | 17 | 2.9 |
| | Dissatisfactory | | 206 | 34.7 |
| | Highly Dissatisfactory | | 24 | 4.0 |
| 13. | Opinion about the working environment | | | |
| | Very Good | | 133 | 22.4 |
| | Good | | 260 | 43.8 |
| | Fair | | 191 | 32.3 |
| | Poor | | 9 | 1.5 |

Source: Primary data

From the above result, it is seen that maximum respondents (191 with 32.2 percent) of this study were found under the age group between 18-25 years. Out of the total population, 305 respondents were found Male and 288 were found as Female one. Most of the respondents were found married. Regarding the educational qualification, 263 employees with 44.4 percent were having undergraduate degree and maximum respondents were living jointly. 68.6 percent employee's career level was found with the middle level management the designation of the maximum respondents participated in this survey was found as Cashier only (271) followed by Assistant Manager (178). 46.5 % employee's revenue through salary was found between Rs.50001/- to Rs.100000/=. While analyzing the total experience, 194 the total population with 32.7 percent was having 11-15 years of experience followed by 157 respondents with 26.5 percent were having 5-10 years of experience in the sector. While analyzing the sector where the respondents were working, the result revealed that maximum of 306 employees with 51.6 percent were employed in public sector and 246 employees with 41.5 percent were working in private sector. Only 6.9 percent of the total population was working in the foreign banks. Most of the banks were located in the urban area only. While analyzing the relationship with the supervisor, it is

noticed that 206 respondents with 34.7 percent have expressed their dissatisfaction and a total of 346 respondents with 58.4 percent have expressed their satisfaction towards their relationship. Maximum number of respondents has expressed a positive opinion towards the working environment except 9 employees' to the tune of 1.5 percent.

Garrett ranking method

In this study, Garrett ranking technique is applied to analyze the constructs towards employee's commitment through retention in the organization. Various parameters related to the employee's welfare measure as well as the components of the leadership style is given to the employees and asked to rank them based on their preference and with the experience they had in their own organization. The result revealed based on their opinion through this technique is given in Table 4

Table 4
Garrett Ranking results

| Sl. No. | Factors | Cumulative Score | Average Score | Rank |
|---------|-------------------------------------|------------------|---------------|------|
| 01. | Work Environment | 33440 | 56.39 | 6 |
| 02. | Employer-Employee relationship | 38525 | 64.97 | 1 |
| 03. | Monitory benefits | 35199 | 59.36 | 4 |
| 04. | Rewards | 38323 | 64.63 | 2 |
| 05. | Motivation | 37011 | 62.41 | 3 |
| 06. | Organizational support | 25508 | 43.02 | 8 |
| 07. | Support towards work life balance | 34438 | 58.07 | 5 |
| 08. | Training programme | 24400 | 41.15 | 9 |
| 09. | Implementation of latest technology | 22036 | 37.16 | 10 |
| 10. | Enhancing career opportunities | 27711 | 46.73 | 7 |

From the result, employees have given the top priority to the Employer –Employee relationship with the average score of 64.97 followed by Rewards with the score 64.63. Next to this, they have given third rank to the motivation with the average score of 62.41 followed by Monitory benefits in the fourth rank with 59.36 score. 5th rank given to the support towards the work life balance (58.07) and likewise the 10th rank was given to implementation of latest technology with the average score of 37.16. Hence the top level management have to take a serious notice on implementation of the latest technology for their better survival in the market.

Karl pearson's correlation method

In this research, various determinants like Transformational leadership, Career, Talent Management, Motivation, Performance Management System, Employees psychological behavior, job satisfaction and the employee commitment were considered. Hence the degree of relationship between the factors was investigated through Karl Pearson's Correlation method with the following outcome:

Table 5
Association between factors through Karl Pearson's Correlation Method

| | Correlation | | | | | | | |
|----------------------------------|-------------|-------|---------|---------|---------|--------|---------|--------|
| | F1 | F2 | F3 | F4 | F5 | F6 | F7 | F8 |
| Transformational Leadership | 1 | 0.028 | 0.186** | 0.034 | 0.175** | -0.029 | 0.111** | 0.243* |
| Career Performance | | 1 | -0.060 | 0.130** | -0.022 | -0.030 | -0.016 | 0.060 |
| Management System | | | 1 | 0.106* | 0.286** | 0.045 | 0.366** | -0.003 |
| Motivation | | | | 1 | -0.011 | 0.033* | 0.011 | 0.004 |
| Talent Management | | | | | 1 | 0.040 | 0.441** | -0.050 |
| Employees Satisfaction | | | | | | 1 | 0.046* | 0.032 |
| Employees Psychological Behavior | | | | | | | 1 | 0.545* |
| Employee Commitment | | | | | | | | 1 |

** . Correlation is significant at the 0.01 level : * Correlation is significant at the 0.05 level

The correlation result confirmed a positive association among constructs at 1% and 5% level of significance. The highest correlation is found between employee's psychological behavior and the commitment ($r=0.545^*$) followed by Talent Management (0.441^*) and the lowest correlation found between the employee satisfaction and the psychological behavior ($r=0.046^*$). The result suggested that Talent management and the employee's psychological behavior could be considered as a important parameter to increase the employee commitment. The coefficient of determination value (R^2) for the Transformational Leadership is found as 0.059 and for the employee's psychological behavior is (0.297) with the employee commitment which confirmed that 6% to 30% of the variability has yet to be explained by the other factors of this study.

Compare mean test

The result of the association between the demographic variables and the factors that influence the leadership style, job satisfaction, and employee commitment examined through one-way ANOVA and paired sample "t" test is detailed in Table 6.

Table 7
Compare Mean Test Analysis through One way ANOVA and Paired Sample "t" test)

| Factors | I | II | III | IV | V | VI | VII | VIII |
|---------------|------------------------|----------|-----------|----------|----------|-----------|-----------|-----------|
| | PAIRED SAMPLE "t" TEST | | | | | | | |
| Gender | 93.996** | 42.923** | 113.413** | 88.494** | 95.773** | 108.282** | 108.124** | 100.201** |
| Family status | 92.313** | 41.948** | 111.263** | 86.755** | 93.738** | 104.759** | 106.445** | 96.883** |

| | ONE WAY ANOVA "F" TEST | | | | | | | |
|--------------------------------|------------------------|----------|---------|---------|--------|-------|--------|---------|
| Age | 2.234** | 24.935** | 0.195 | 3.755** | 0.591 | 0.247 | 0.885 | 0.390 |
| Marital Status | 1.591 | 1.057 | 1.127 | 2.311* | 0.522 | 0.474 | 1.327 | 4.124** |
| Educational Qualification | 2.222* | 21.468** | 0.994 | 5.684** | 0.863 | 0.721 | 0.597 | 0.242 |
| Career Level | 3.369* | 0.944 | 0.911 | 9.509** | 1.005 | 0.488 | 0.936 | 0.447 |
| Designation | 90.850** | 2.272* | 4.951** | 0.990 | 1.623 | 1.270 | 2.827* | 0.982 |
| Monthly Income | 1.585 | 41.360** | 0.942 | 2.957* | 0.627 | 1.959 | 0.637 | 2.484* |
| Experience | 3.575** | 16.10** | 0.644 | 6.811** | 1.083 | 0.638 | 1.319 | 0.891 |
| Working sector | 1.352 | 50.929** | 1.349 | 6.207** | 0.453 | 0.883 | 0.751 | 0.234 |
| Location | 0.659 | 0.826 | 0.691 | 2.148 | 0.337 | 0.910 | 2.161 | 0.415 |
| Employer-Employee Relationship | 0.658 | 27.836** | 0.333 | 4.079** | 0.687* | 0.950 | 0.851 | 0.652 |
| Working environment | 1.866 | 6.033** | 0.864 | 0.874 | 1.181 | 0.814 | 0.662* | 1.497* |

** - 1% level of Significance; * - 5% level of Significance

I- Transformational Leadership; II- Career; III-Performance Management System; IV-Motivation; V-Talent Management; VI- Employee's Satisfaction; VII; Employee's Psychological Behavior VIII; Employee's Commitment

Source: Primary Data

While analyzing the results of the compare mean test through paired sample "t" test, it is seen that there exists an optimistic relationship found with all the factors towards Gender and Family Status that influencing the leadership style, job satisfaction and the employee commitment at 1% level of significance. The researcher has confirmed the result of the one way ANOVA analysis with the following:

- There is a significant association found between the Transformational leadership and the demographic variables like Age, Educational Qualification, Career level, designation and experience at 1% and 5% level of significance.
- With regard to the Career development of the employee's, there is significant association found between the Age, Educational Qualification, Designation, monthly income, Experience, type of the sector where they working, employer-employee relationship and the working environment at 1% and 5% level of significance.
- There is no significant association found between the performance management system with the factors of leadership style except designation at 1% level of significance. And also only the Employer-employee relationship found significant with the Talent management and designation with the employees psychological behavior at 5% level of significance.
- Regarding the association between the employee's commitment and the demographic variables, it is noticed that only the monthly income and the working environment found significantly associated at 5% level of significance and also no demographic variable found significantly associated with the employee's satisfaction.

Results and Discussion

The existing challenge of every organization is the high turnover ratio of good and knowledgeable employees. The reason behind this action is the employee psychological state that makes them have a decision whether to continue or not as a member in the present organization. But such psychological mindset and severe other issues could be managed through effective transactional leadership in the organization by coordinating the individual action with an effective direction and this would give a consistent result and also overcoming the turnover intention among the employees.

It is the actual research investigated the conceptual model of how the leadership style impacts the employee commitment with 305 Male (51.4%) and 288 Female (48.6%) banking employees in various banking sector. It also put forth to examine the mediating role of job satisfaction as well as the employee psychological behavior between the leadership style and their commitment. The researcher has considered job satisfaction and emotional (psychology) mindset as a mediator because these are the primary factors that induce the switching over intention. The goodness of fit for the various constructs considered in this study has got confirmed through structural equation modeling. Also, the reliability and validity of the model got checked with the value of Average Variance extracted (AVE), Composite Reliability, and Cronbach alpha.

It is the leadership style that has various benefits to the organization and enhancing the commitment of the employees. It alone understands the characteristics of the entire system that includes career development of the employees through motivation, talent management, and performance management system and predicts the perceived effectiveness through the goal, training, and plans. To know the effectiveness of the leadership style, the researcher has coined the following questions.

- Does the leadership style improve the organizational commitment of the employees?
- 2 Whether staffs job satisfaction and the psychological behavior significantly mediating the leadership style with the organizational commitment?
- Do the talent management followed by the management satisfy employees?

The casual relationships between the constructs with the result of the hypotheses framed are in Table 10 below:

Table 10
Path Coefficient and Hypothesis Matrix

| Path | Path value | Estimate | Prediction directed | Result of the Hypothesis |
|--|---------------|----------|------------------------|-----------------------------|
| H ₁ : Transformational leadership is positively related to the leadership style | 0.25 | | Positive | Accepted |
| H ₂ : Career positively affects the leadership style | -0.03 | | Negative | Rejected |

| | | | |
|---|------------------------|----------|----------|
| H ₃ : Talent Management positively affects the leadership style | 0.66 | Positive | Accepted |
| H ₄ : Motivation positively influences the leadership style | 0.01 | Positive | Accepted |
| H ₅ : Performance Management System positively influences the leadership style | 0.55 | Positive | Accepted |
| H ₆ : Employee psychological behavior positively mediates the leadership style on Employee commitment. | 0.51 (0.78+0.25/2) | Positive | Accepted |
| H ₇ : Job Satisfaction positively mediates the effect of leadership style on Employee Commitment | 0.08 (0.10 +0.05/2) | Positive | Accepted |
| H ₈ : Leadership style positive influences the employee commitment | -0.21 | Negative | Rejected |
| H ₉ : Transformational Leadership positive influences the Career of the employees. | 0.04 | Positive | Accepted |

Source: Primary Data

The path analysis result between career development and leadership style (-0.03) and the Leadership style with the employee commitment (-0.21) found with a negative value, and these findings found controversy with the result of previous studies related to the influence of the leadership on the professional development of the employees (Aboramadan and Dahleez (2020). Many earlier research studies (Maurao (2018); Osborne and Hammoud (2017) have explained the positive impact of the career development of the employees, this study have pointed out the negative effect of the career development with the leadership style and employee commitment. Further, this study result also confirmed the positive influence of the implementation of talent management in the leadership style and supporting the outcome of Sadeli (2012) who revealed the positive effect of talent management on leadership style and employee commitment and also coincide with the result of (Bingab, 2019) who found that there is a significant correlation between the leadership style and talent management. The results of the positive association between motivation and leadership substantiated the findings of Belrhiti et al., 2020) and (Paaais and Pattiruhu, 2020).

The result of the current study also confirmed the positive impact of the performance management system on the leadership style, and this is in line with Jedaia and Mehrez (2020); Kinyanjui and Wambua (2020). In any organization, perfection in the role of the leadership is reflecting on the commitment of the employees. But in this study, employee commitment hurt the leadership style (-0.21), but have a positive impact when mediated through job satisfaction (0.08), and psychological behavior (0.51) of the employees thereby coincide with the result of Menon (2015) ;(Dalkrani and Dimitriadis, 2018); Zhou et al., (2014a) who highlighted the positive impact of satisfaction and psychological behavior on loyalty, commitment, and productivity. The above findings paved the way for accepting the alternative hypothesis H₁, H₃, H₄, H₅, H₆, and H₇. The hypothesis (H₈) also confirmed the significant impact of the transformational leadership on the Career development of the employees. Also, there is a significant positive association found between the demographic variables and the factors that

influence the leadership style, job satisfaction, and employee commitment and thereby accepting the alternative hypothesis H₉.

While answering the research questions framed in this study, for the research question (1) and (2), it is evident that even though the direct impact of the leadership style found negative with the employee's commitment but improves the obligation through job satisfaction and the employees' psychological behavior. In every organization, until the talent of the employees is recognized, they won't satisfy with the job (i.e.) should give priority to them especially during decision making. This research result has confirmed the effective leadership style through talent and performance management systems and considered the well being as the employees have ranked the feature of work environment as the first one followed by rewards and the motivation which clearly confirmed the existing scenario of the leadership style in their sector.

Conclusion

This paper shows the impact of the leadership style on employee job satisfaction along with their commitment and contributions towards the current debate about the reason for employee turnover intention. The result confirmed the availability of the excellent work environment together with the leader's support and motivation. At the same time, there witnessed non-implementation of the latest technology, lack of organizational support, and also unavailability of enhancement in career opportunities to the employees. The researcher requested organization leaders to formulate a good retention strategy and retaining the skilled employees by focusing on their needs as turnover is the costliest expenditure for every organization.

Limitations and scope of future research

This research has certain limitations. The geographic area selected is India as a whole, and the sample size found small when comparing to the geographic area that may be affecting the degree of generalization of the study. Moreover, this study focused only on a particular leadership style (.e) transformational leadership and also the participation of the employees from the public sector, private sector, and the foreign banks operating in India. Hence there is a need for future research on this topic in different geographic regions with more sample size through other sampling techniques so that we can get a valuable outcome that will be useful for the audience in this domain.

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