

The effect of Leadership styles on Job Embeddedness with the mediation of psychological capital; A study from service sector of Pakistan

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ABSTRACT:

The purpose of this study is to provide empirical evidence on the relationship between employee leadership, psychological capital and job embeddedness. The results of the research are employees of emergency services at rescue 1122 in Pakistan, from both operational and managerial operating powers. The data obtained via survey form 391 workers, employed in Pakistan at rescue 1122. A version 21 of the SPSS and Amos were applied to observe the capacity and operational models. The outcome shows the leadership of servants is greatly related to job commitment and embedded jobs. The findings of the research reinforce the opinion that, the characteristics of the psychological capital (PC) have been absolutely connected with job embedded (JE) the psychological capital (PC) has a partial part in mediating in this sense.

Keywords: Servant leadership, work engagement, job embedded, psychological capital, procedural equity, rescue 1122

1.1 BACKGRUND OF THE STUDY

There are various study and classification of leadership; be that as it may, there are sufficient similitude's the meaning to reason that management to exertion of impact and ability to start consistence (Wren, 1995). My job, workplace, inspiration to work, management types, leaders, administration technique, along with a heap of further business associated factors that examined for very nearly two era. The hierarchical main points of initiate have advanced more than similar period near the beginning associations by demanding pioneers which trusted

representatives are naturally sluggish progressed keen on approach to build workplaces progressively helpful for expanded efficiency charge. Now a days, associations be changing into spots where individuals be enabled, energized, upheld in their own with expert development all through their professions. As the main points of boss have changed after some occasion, it has impacted and melded the growth and development of leadership assumption. Leadership theory follows its basic fundamentals to trait theory, at that point stimulated to the person relations school of thought along with its look for the one most ideal approach to guide, a development starting during the 1960s and proceeding into different structures currently with possibility as well as situational show, until the point when currently there is a marriage of comfort among attribute and situational hypothesis. Four decades (to be perused six decades today) of study on ' initiative contain delivered an uncertain collection of discoveries. The continuous gatherings of experimental information have not delivered a corresponding knowledge of initiative. In his1994 the development of administration thinking concurs with Stogdill's(1994) judgment, although the heap of writing on authority, regardless we recognize practically nothing, although the actions of conduct researchers to clarify program, more stays mysterious, recommending that management is still a lot of a workmanship. In the case, as Bass has distinguished, present is almost the similar figure of different sense of management as the people which have endeavoured toward characterize the idea (Bass, 1960). The Oxford English Dictionary (1933) follows the statement; pioneer in the English words to around 1300, however the statement management originally showed up around 1800 with connected to biased impact “(Stogdill, 1974). The different meanings of administration comprise the evaluated through various creators as well as Carol (1951) Shared trait meaning is: an individual, or people, practices impact in the direction of an objective or basic reason.

Restricting to assist ordinarily explored leadership methodologies for example charismatic (Harrison et al., 2011) or transformational “(Liu et al., 2010)” SL methodology keeps the supporters interest preceding persons gatherings also focus on the individual progression with supporters development “(Greenleaf, 1977; Peng et al., 2011).” although the reality that former study has associated job commitment to diverse management styles, just as transformational “(Schneider, &Macey, 2008),” moral (Belschak&Hartog, 2012), and valid (Schaubroeck et al., 2011), in print consider on the relationship among SL and work commitment is constrained (Dierendonck, 2011).

The challenges that are fundamental in the main effecting of worker initiative aren't characterized in the theory driven exact work. Positive strength among their supporters might be taught by the hiring heads, however this impact does not wind up obvious naturally and as an option may vary transversely various organizational environment (Greenleaf, 1977; Kuzmenko et al., 2004). So, we need an improved consideration of the situation where in servant leadership most effectively boosts work engagement. One after the other, this research work purpose is that to investigate the connection among WE and SL, while how this relationship might be mediating role of psy-cap. Initially, we hypothesize that the inclination of human resources to display strong WE be elevated whilst their Sub- ordinates employ SL. (Psy-Cap) is a comparatively rising traits variable in optimistic organizational performance and pass on to deal/improvement of who are you (Luthans et al., 2005). Optimism, hope, flexibility and self-efficacy are signs symbolizing psy-cap (Luthans et al., 2007). Self-efficacious people holds independence be effective in challenging administration experience (Karadas&Karatepe, 2014). Optimistic personalities put explicit

goals and establish directions toward achieve them “(Avey et al., 2010)”. SL is unswervingly linked through undertaking of warmth entities “(Brownell, 2010)” be an essential component of an ingenious atmosphere to pertain such HR practices. It stimulates and persuades the workers to perform improved in the workplace.

1.2 PROBLEM STATEMENT

Since numerous years, management researchers are endeavouring to recognize the imperative keys and abilities for the accomplishment of the people involving the managerial roles at place of work (Snell et al, 2014). Prior works on managerial abilities have uncovered numerous conventional aptitudes important to the managers (Mumford et al., 2007; Mann, 1965; Katz, 1974), but servant leadership was recognized to be divergent as of other conventional managerial skills and acknowledged as an exceptional and perceptible characteristic of manager’s performance (Snell, et al, 2014), therefore leading in the direction of triumph and positive behaviours. They designate that the devastating mainstream of pragmatic study do not examine the combined belongings of latest second-order character variables for example Psychological capital on work engagement. Some practical research to reveal the consequence of only individuality variables on work engagement. Although restricted, there is also research work that reveals the impact of psy-cap on WE “(Pienaar& Dewaal, 2013)”. Though, those researches do not evaluate corresponding effects of resilience, optimism, hope and self-efficacy is the signs of psy-cap. Perceiving the previously mentioned cancelled in existing information, that workers among elevated psy-cap be more occupied by their assignments in this investigation. That is, leading edge employees with elevated psychological capital can oversee troubles emerging from client solicitations and issues in demanding service encounters. These human resources have capability and self-assurance in their expertise along with capabilities to complete the work “(Luthanset al.,2007)”, can engender probable resources of completing most wanted objectives and discover substitutes but their preliminary approach is not helpful. Conservation of resource theory makes available direction concerning the consequence of psychological capital, as apparent during optimism, resilience, self-efficacy and hope on work engagement. Particularly, work engagement develops gratitude to a profusion of possessions (Wheeler &Halbeslben, 2008). Possessions to be personal-dependent be inclined to generate reserve convoys. The possession caravan would show the way to inspiration in conditions of Work Engagement (Xanthopoulou& Baker, 2007). Current research means to analysis a mediation model of psy-cap amid the employees of emergency services (Rescue 1122).

1.3 RESEARCH GAP IDENTIFICATION

The numerous studies have explored to understand the relationship among servant leadership (SL), Psychological Capital (PC) and, work engagement (WE). Procedural fairness, though, as a medium between the relationship of servant leadership and psychological property, has not been addressed in the best understanding of the scholar. The psychological capital as a mediator between the company administration, role participation and task embedded affiliation was not addressed earlier. In fact, the partnership mentioned above has not been studied in Pakistan's emergency services (Resuce 1122) in the Pakistani cultural sense. This theoretical study would fill the void by evaluating procedural justice as a medium in conjunction with SL and psy-cap.

2. LITERATURE REVIEW

2.1 SERVANT LEADERSHIP (SL)

SL applies to fulfilling and pursuing the interests and desires of other people above self-interest.' (Green Leaf 1977)' Greenleaf (1977) came up with the concept of servant leadership that characterizes it as follows: 'Servant leaders are staff first. It ends with the ordinary feeling that one needs to help, to have first. It's a mission to lead the conscious choice. Servant leaders pay gratitude and have a logic of the proper accountability towards their supporters, demonstrate unease regarding their individual progress and development "(Ehrhart, 2004). They also aim to have a spiritual role model that encourages followers to withdraw from unethical conduct "(Liden et al., 2008)" Separate leadership approaches relative to SL that incorporate the notion of a collective responsibility affecting superiors, unions, creditors and other clients (Greenleaf, 1977; Graham, 1991). Some staff are more involved in their jobs than others, providing specifics of several causes, but a significant role played by supervisors' attitude to leadership in the earlier "(Herd & Shuck, 2012)" research, indicating a positive correlation between job commitment and transformational leadership" (Schneider & Macey, 2008)."

2.2 PSYCHOLOGICAL CAPITAL (PSY-CAP)

In today's workforce, Psy-cap relates to the analysis and research of optimistically leaning human resource mental capacity and strength that can be created, measured and well controlled in terms of success growth "(Luthans, 2002)." Hope, versatility, cheerfulness, self-efficacy is the four indicators instead of Psy-Cap. Psy-Cap applies to "an individual with an positive psychological condition of progress and is characterized by: (1) being overcome by challenges and issues rebounding back and helping and going beyond (flexibility) to gain performance" (2) proceeding in the path of goal and, where possible, pushing ahead towards goals (expectation) in order to be successful; (3) having a valuable acknowledgment of achievement.

2.3 BASIC COMPONENTS OF PSY-CAP

Hope is the first phase of psy-cap building. This characterises the positive ability to understand the process of reaching the goals of jobs "(Luthans et al., 2007)." The people of greater expectations have extra strength to pursue the success. Hope is the concept of having an significant objective and a plan for solving difficulties "(Çetin et al., 2011)." Hope is linked to athletic and academic success, physical and emotional health, and task management abilities "(Snyder, 2000)." The high level of hope individuals is likely to remain self-determined academics "(Luthans et al., 2007)."

The second structure of Psy-Cap is durability. Persons with an elevated resistance level may quickly contract in the middle of hindering themselves by witnessing adverse behaviour (Tugade et al., 2004). It allows the individuals to succeed in resolving uncertainty and challenge (Luthan et al., 2006). Resilience applies to the capacity to change challenge, frustration, deviation or smooth optimistic behaviour (Luthans et al., 2007). It allows people toward adjust and, to keep themselves agile "(Coutu, 2002)." Adaptive people have a propensity to develop themselves from complicated and dynamic situations "(Tugade & Fredrickson, 2004)."

2.4 JOB EMBEDDED (JE)

JE "characterizes the assembling of interests to hold a person in the company" (Wheeler & Halbesleben, 2008). JE is a particular understanding about how an entity became politically embroiled within their partnership (Granovetter, 1985). JE represents employees' decisions to take an interest thoroughly and directly, and takes analytical analysis beyond frustration actuated send-off.

2.6 Hypothesis Development

Servant Leadership and Work Engagement

H1: servant leadership will be positively connected with job embeddedness

Servant leadership and Job embeddedness

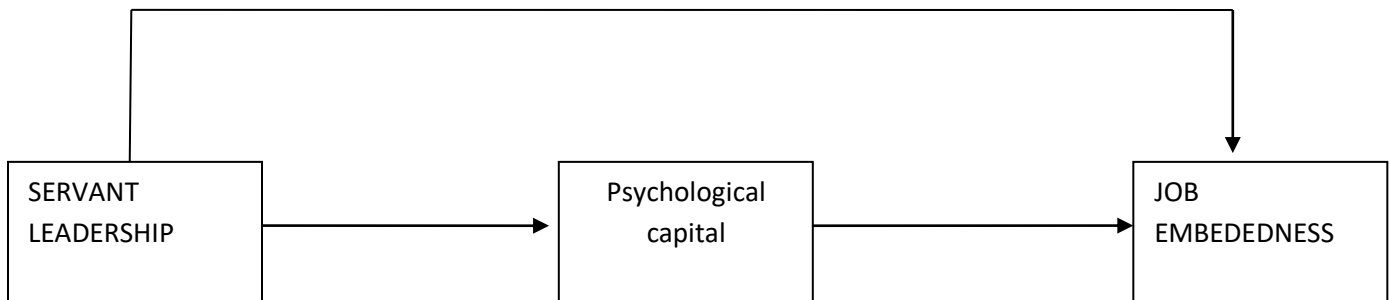
H2. Servant leadership will be absolutely correlated to job psychological capital

H3. Servant leadership will be completely interrelated to Psy-Cap.

Psychological capital and, work engagement

H4. Psy-Cap mediates the relationship between servant leadership and job embeddedness.

2.7 Theoretical Framework



3. RESEARCH METHODOLOGY

3.1 RESEARCH DESIGN

We may clearly describe it as a summary; science study is conceived of as a science concept. Those are the measures that offer importance to academic work. Our thesis is focused on concise analysis. Describe the problems in concise analysis. Confirmation of the proposed theory that is the key objective or intent of the concise studies (Lim, 2003) articulated as the analysis style encourages guidance to researchers on the questions that we want to test, knowledge and results to be given. The aim of the descriptive research, which quantifies and calculates precision, is to understand the intent, actions and action of the analysis (Proctor, 2003).

3.2 POPULATION

The goal community of the present inquiry would involve Rescue 1122 (Pakistan Emergency Services) personnel in the Punjab premises. Researchers gather data from emergency services workers from 3 separate cities such as (Multan, Lahore and Faisalabad) because regional office located only in these cities. Researchers choose emergency services as no work has previously been conducted on this sector in Pakistan. The sample size determinations are available in table 1.

3.3 SAMPLING TECHNIQUE

Simple random sampling is where every component of the population has the same likelihood and a chance of being selected. Here the optional element is solely dependent on possibility or chance, and hence this sampling approach is also often known as a possibility technique. If you want to save time as a sample, basic random sampling is one of the better probability sampling methods you can use. Having details from a survey is more realistic and advised. Of this function, a basic random sampling process of likelihood sampling was used.

3.4 UNIT OF ANALYSIS

Our study sampling unit is the emergency services employees of different sectors like fire, medical disaster and water rescue in rescue1122.

3.5 DATA COLLECTIONMETHOD

In this review, we obtained the survey questionnaire. Since the two key goals of gathering data via the initial survey questionnaire were to reach a broader variety of possible respondents and to provide them with direct access to the questionnaire, a significant number of representative findings were collected (Chiu et al., 2009). Second, it offers a simple, accurate approach for the gathering of empirical evidence (Broxmeyer et al., 2002). This study will figure out how personnel teamwork strategies are seen in emergency response. Our analysis uses a basic random sampling method, a reflection of the Pakistani population distribution of Lahore, Faisalabad and Multan. In addition, these cities are also selected to administer the questionnaires. Data was obtained (table 2)byusing survey process. The survey approach is commonly employed in scientific analysis.

4. Results and Discussion

Before carrying out the study, the evidence has to be checked, cleaned up and changed in such a manner that valuable knowledge may be gained from it, drawing findings and skillfully guiding and influencing our decision taking. The knowledge derived from the data allows us to draw hypotheses that justify our analysis in order to achieve our research objectives. This sectioncontains (table 3) the, logical results and, the outcomes of the whole research. SPSS 21 is used for measurement, basic data inspection and data file creation, e.g. identification of missed values, data files normality and outliers, etc.

Missing values become troubling when such values surpass 10% of the overall answer for a specific element in the

data collection (Lynch, 2003). This was not the case with our results. Out of 400 respondents, no missing values have been found. When removed, they would be compensated by exchanging the mean for the result of a single respondent. The adjacent point approach was used to fill out missed information.

4.1 DESCRIPTIVE STATISTICS

The research study target to inspect the direct relationships among Servant leadership (SL), and Job embeddedness (JE)and, mediating part of Psy-Cap.

4.2 SERVANT LEADERSHIP:

SL variable consist of 14 items which are coded as SL1, to SL 14. The standard deviation and mean of every item is listed below. Kurtosis and skewness are in range (-3 to +3) and (-1 to +1) of all the items. The cronbach's alpha value shows the uniformity of scale which verge is greater or equal to 0.7, and its scale value is 0.90 which falls in acceptance criteria in table 6.

4.3 PSYCHOLOGICAL CAPITAL (PSY-CAP):

The Psy-CAP variable consists of 21 items which had 4 types coded as PCH, PCR, PCO, and PCSE. The standard deviation (S.D) and, mean of every item is listed below. The Skewness and Kurtosis are falling in range (-1 to +1) and, (-3 to +3) of all the items. Meanwhile, Cronbach's alpha ratewidely explain the reliability of scale which, threshold stays greater or equal to 0.7, and its scale value is 0.90 which falls in acceptance criteria in table 8.

4.3.1 PSYCAP Scale:

JEvariable consist of 6 items which are coded as JE1 to JE6. The value of the standard deviation (SD) and, mean of everypoint is listed below. As per the skewness and kurtosis are rely in range (-1 to +1) and (-3 to +3) of all the items. The value of cronbach's alpha widely explain the quantity of reliability of the scale which, threshold is greater or equal to 0.7, and its scale value is 0.90 which falls in acceptance criteria in table 9.

4.4 STRUCTURAL EQUATION MODELING:

(SEM) comprise of 2 levels. Initial is measure model or confirmatory factor analysis (CFA) and other is structuralamountrepresentation.

4.5 MEASUREMENT MODEL:

The measurement model start with (CFA) among 1st order constructs. CFA aim is problematical items in the construct were deleted for reliability and validity. CFA have two main benefits. First one is validity of the items and other is reliability of items.

4.6. MEASUREMENT MODEL (FIRST ORDER CONSTRUCTS:

CFA have two main benefits. First one is validity of the items and other is reliability of objects.

From the guidelines of (Scheiber et al., 2006). According to the grade of model fit directories also with satisfactory threshold from the recommendations of many researchers “(Schreiber et al., 2006; Byrne, 2013; Hair et al., 2010; Franz Joseph Kline, 2015).”

4.7 RELIABILITY AND VALIDITY:

The reliability and, validity measurement model test to validate the model.

4.7.1 RELIABILITY:

In reliability test we describe how much a construct is reliable. To measure reliability of a measurement model succeeding criteria was used:

4.7.2 VALIDITY:

It's required to calculate the items that should measure the dormant variable. The validity has many kinds that are often assessed the model that is given below:

4.7.2.1: CONVERGENT VALIDITY:

In research, convergent validity is the first and core validity that are mention amount that items of a construct are similar to one another as an example having correlations of high intra factor (Bagozzi et al., 1988). Validity of item is obtained during a measurement model; overall items should be significant within the model. Moreover, convergent validity conformation can be examined by exploitation of the (AVE) values. AVE values of each constructs must be > 0.5 so as near realize convergent validity “(Fornell&Larcker, 1981).” The AVE values of overall paradigms are higher than the 0.5 that show the convergent validity.

4.8 MEASUREMENT MODEL (SECOND ORDER CONSTRUCTS)

4.8.1 MODEL FITNESS

The reasonable fit indices founded rather than the recommended threshold level. The values of relative $-\chi^2 = 2.292$, Goodness of fit = 0.911, Adjusted GFI = 0.816, comparative fit = 0.926, root mean square error of approximation = 0.046, normal fit index = 0.808, tucker lewis index = 0.903, incremental fit = 0.918, and PCLOSE = .067. All listed numbers rely in acceptable range but, single one not best fit the result show in table 4.16. So, the model is declared as fit due to 8 out of 9 fit indices we were obtain to be within the recommended range.

4.10 STRUCTURAL MODEL

The initial measurement model was taken after the last measurement model. The consequent stage is defined as to transfer further operational model. We can outline operational model as “the variables are connected hypothetically to every alternative”. Link among the variables were build first theoretically after this we tested that is there any type of connection occur among the hypothesized variables or not.

4.11 MODEL R2:

After re-specification, explore and, discuss the Model R2, during which we justify the percentage of variation in dependent variable via independent variables. Results display that the whole model predicts 11% ($R^2 = 0.11$)

variance in Psychological Capital as show in figure above. Moreover, the percentage of variance explained in Psychological capital by Servant leadership is 44% ($R^2 = 0.44$) which is smaller than the percentage of variance explained by job embeddedness which is 52% ($R^2 = 0.52$). The percentage of variance explained in Psychological capital by work engagement is 1.46% ($R = 0.014$).

4.12 HYPOTHESES TESTING:

H1; It had been proposed that significant relationship happens among SL and, Psychological Capital (Psy-cap). It’s clear from outcome that the rate of St. Regression Co-efficient 0.44 or ($\gamma = 0.44$) also $p < 0.001$, that is demonstration significant & positive relationship among SL & Psy-cap.

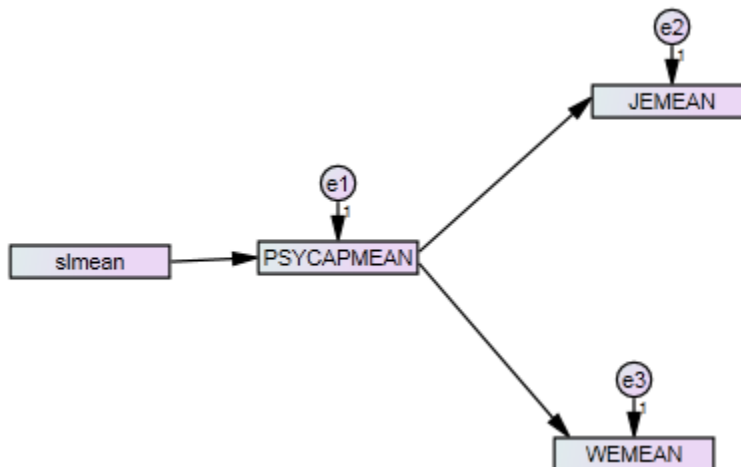
H2; It had been projected that significant relationship exists among Psychological capital (Psy-cap) and Work engagement (WE). It’s clear from outcome that as the rate of St. Regression Co-efficient 0.014 or ($\gamma = 0.014$) also $p < 0.001$, that is demonstration significant & positive among Psy-cap& WE.

H3: It had been anticipated that weight occurs among Psy-cap and Job embedded (JE). It’s clear from the outcome that as the value of St. Regression Co-efficient 0.52 or ($\gamma = 0.52$) also $p < 0.001$, that demonstration significant & positive relationship among Psy-cap and JE.

H4: It had been proposed that significant relationship exists among servant leadership (SL) and work engagement (WE). It’s clear from the outcome that as the value of St. Regression Co-efficient 0.20 or ($\gamma = 0.20$) also $p < 0.001$, that demonstration significant & positive relationship among SL and WE.

H5: It had been proposed that significant relationship exists among servant leadership (SL) and Job embeddedness (JE). It’s clear from the outcome that as the value of St. Regression Co-efficient 0.30 or ($\gamma = 0.30$) also $p < 0.001$, that demonstration significant & positive relationship among SL and JE.

4.13 Mediation Analysis:



	R value	S.E	CR	P
SLMEAN → JEMEAN	0.358	0.068	5.281	***
SLMEAN → WEMEAN	0.506	0.043	11.807	***
SLMEAN → PSYCAPMEAN	0.371	0.031	12.074	***
PSYCAPMEAN → WEMEAN	0.793	0.058	13.787	***
PSYCAPMEAN → JEMEAN	0.548	0.095	5.794	***

The hypothesis number six proposed the mediating effect of Psy-cap happening the relationship between independent variable (SL) and dependent variable (WE, JE). AMOS (21 versions) used to test the mediation effect with 4 step models of Barron & Kenny (1986).

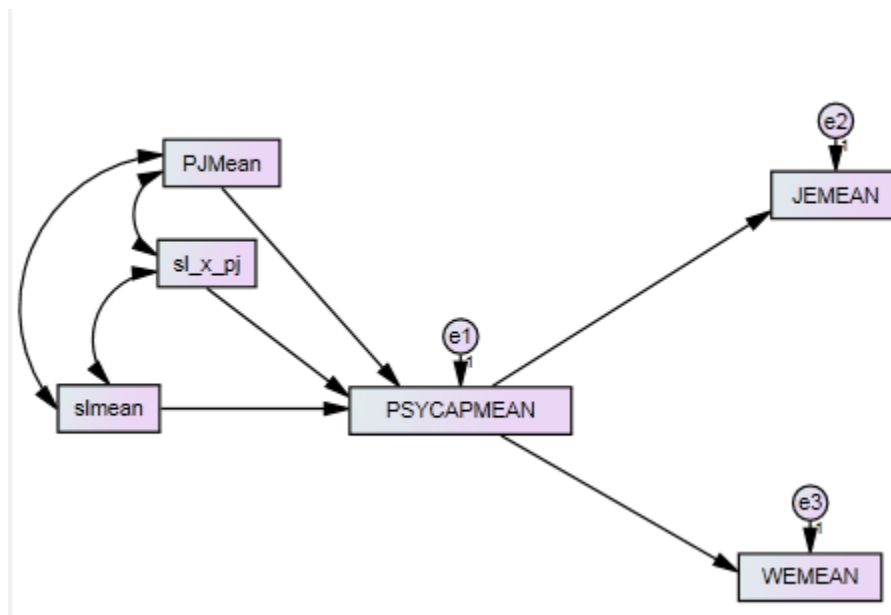
Model 1 include the direct relationship IV (SL) and DV (WE, JE) with beta value (r=0.358 and 0.506).

Model 2 include the relationship IV (SL) and mediation (psy-cap) with beta value (r=0.371)

Model 3 include the relationship mediation (psy-cap) and DV (WE, JE) with beta value (r=0.793 and 0.548).

Model 4 include the relationship IV (SL), Mediation (psy-cap) and DV (WE, JE).

4.14 MODERATING ANALYSIS:



	Estimate	S.E	CR	P
SLMEAN → PSYCAPMEAN	0.404	0.031	13.126	***
PJMEAN → PSYCAPMEAN	0.231	0.021	11.01	***
SL*PJ → PSYCAPMEAN	0.085	0.013	6.435	***

The hypothesis number eight proposed the moderating effect of Procedural justice on the relationship between independent variable (SL) and dependent variable (Psy-cap). The AMOS 21 versions used to test the moderation effect with 3 step model of Barron & Kenny (1986).

Model 1 include the direct relationship IV (SL) and DV (Psy-cap) with beta value ($r = 0.404 < 0.001$)

Model 2 include the relationship IV (SL) and moderation (PJ) on DV (Psy-cap) with beta value ($r = 0.231 < 0.001$)

Model 3 include the relationship IV (SL) and moderation (PJ) and interaction effect (SL*PJ) on DV (Psy-cap) with beta value ($r = -0.085 < 0.001$).

5. CONCLUSION AND FINDINGS

As is obvious from the outcomes detailed in the preceding area, the study show is feasible. According to direct impacts, servant leadership positively impacts on psy-cap. Servant leaders who fulfil the psychological needs (for example ability, self-sufficiency, and relatedness) of EWS improve. EWS are increasingly hopeful, self-efficacious, optimistic and resilient in a situation where they esteem and appreciate their servant leaders. This is because of the way that servant leaders put their supporters first and attention on serving the requirements of their sub-ordinates. The outcomes further propose that psy-cap supports EWS work commitment and Job embedded. In concurrence with COR theory, EWS who have a collection of individual assets (for example self-adequacy) show attractive results (Alarcon et al., 2013). Such workers convey an expanded purpose to remain in the association and display brings down aims to be late for work. According to mediating impacts, the outcomes propose that psy-cap function as a partial mediator among SL, WE and JE.

Our results support the view that the dimensions of psy-cap (self-efficacy, hope, resilience and optimism) were positively linked with JE (fit, connections, and forfeit). More psy-cap is increasingly valuable in accomplishing JE. The high psy-cap will be more liable to accomplish objectives. Our investigation was aimed for testing and proposing a investigate model that inspected the mediating role of psy-cap in the association between SL and WE. Based on information got from EWS in rescue 1122, the outcomes offered help for approximately all hypothesized connections. The outcomes recommend that administration of EWS association that possesses servant leadership characteristics cultivates workers individual assets. Specifically, workers are hopeful, self-efficacious, optimistic and resilience when organization sends an incredible sign to them about the occurrence of servant leadership performing by forming associations with subordinates, authorizing subordinates, or showing moral practices. Predictable with the fundamentals of COR theory (Halbesleben & Wheeler, 2008; Xanthopoulou et al., 2007) the finding in regards to

the relationship between servant leadership and psy-cap is significant since what is known about the antecedents of Psy-Cap in current learning is still rare (Avey, 2014). The outcomes further recommend that psy-cap helps EWS WE. In contrast to various empirical investigations in the present study (Karatepe&Karadas, 2015). Our examination tests the impacts of hope, resilience, self-efficacy and optimism at the same time on WE and gives help for this association in EWS employments. The outcomes recommend that workers who are high in psy-cap feel vigorous and devoted and are engrossed in their job. Hope, self-efficacy, resilience and optimism effectively add to WE, so the existence of such individual assets enables workers to be attached with their work. If such workers are self-assured and flexible, can discover different approaches to achieve their objectives, and have high level of positive thinking about their future achievement and accomplishment in their present place of employment, they feel energetic and can be firmly associated with and focus on their work. The results also shows that an important role of procedural justice on the association between SL and psy-cap.

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