ROLE OF EMPOWERING LEADERSHIP, EMPLOYEE SELF-ESTEEM AND WORK LIFE BALANCE IN BOOSTING EMPLOYEE'S JOB PERFORMANCE; MEDIATED BY EMPLOYEE MOTIVATION

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Abstract - The objective of this paper being to investigate the impact of empowering leadership, self-esteem and work life balance on job performance with employee motivation as a mediating variable. The unit of analysis being private and public bank employees of Rawalpindi / Islamabad and closed-ended questionnaire was the research instrument with a sample size of 150. Responses of questionnaires were analyzed through SPSS (20) and descriptive statistics were obtained, the Multiple Regression and Correlation Analysis were also carried on. The results indicated that work-life balance has a significant impact both on job performance and employee motivation and at the same time employee motivation strongly mediates between IV and the DV. However other variables have not shown significant impact on job performance. Finally, employee motivation mediates strongly between all the independent and dependent variables.

Keywords - Job performance, self-esteem, banking, motivation, employee performance, work life balance

I. INTRODUCTION

Empowering leadership emerges as a very significant variable which can proactively improve the current changes in an organization with the help of constructive ideas coming from the subordinates. Few studies have examined this relationship between the empowering leadership and positive job performance, but still their results are not consistent to some extend (Humborstad et al., 2014). According to for the organizations growth and performance a good employee productivity is very crucial, especially in the service based organizations such as banking, the clients perception is reported that it is influenced by their interaction with the employees (Fong & Snape, 2015). Where some studies have shown the positive impact others have found that this relationship is not significant or somewhat disadvantageous (Ahearne et al., 2005).

This study is going to focus more on determining these relationships in a clearer manner. Empowering leadership improves the performance of employees by the means of psychological empowerment (Kundu, Kumar & Gahlawat, 2019). Job performance is such a behavior that evaluated in terms that it contributes to the organizations efficiency and effectiveness in terms of its performance (Onunkwube, lyabga & Fajana, 2010). According to a researcher Jhammad Khan (2008) it has been perceived that a bank can achieve a prime level of performance and competitive edge over others through providing high service level performance and client satisfaction. As customers interact from the lower level or the front line employees of banks hence there satisfaction depends upon the employee's job performance, this can only be done by the motivation of those employees through providing autonomy and control over their jobs by leaders (Abuzid & Abbas, 2017). According to Koberg et al., (1999) empowered employees are highly motivated with their potential to reach the higher levels of productivity because of the sense of control they get over their jobs.

II. LITERATURE REVIEW

Previous researches show how work-life balance has been influencing job performance; mainly employee well-being and ethical decision-making, which are seen as essential business matter. A gap was evaluated in a study made by Frame & Hartog (2003) between company policies regarding work-life balance and the reality of what was expected from employees. Employees who give more hours to the firm are well thought-out more loyal and productive thus managers are seen with high expectations upon employees to make their jobs their top priority than their personal life. The same research led to broad media consideration upon work life balance, linking it with ethical behavior (AFP, 2007; Meyer, 2007; Schurr, 2007). Its major finding shows up the response of employees that is 1% of employees surveyed agreed that workers are more likely to behave ethically when they have a healthy and balance work and personal life. The reason behind the good work-life is if someone invests in lots of their energy and time into their work, it may have the unintended consequences of making them depend on their jobs for everything including their sense of personal worth., making it more difficult to choose when faced with some ethical dilemma if they believe it will impact professional success (Schurr, 2007).

Empowering Leadership

In management studies, empowering leadership has appeared as a distinctive form of leadership style (Amundsen & Martinsen, 2014). Empowering leadership is defined as a mixture of behaviors, enhancing the meaningfulness of work, promoting participation in decision making, expressing confidence in high performance and providing autonomy from bureaucratic constraints. Due to increased participation of workers in activities and their mutual interdependence to perform complex tasks the questions of empowerment has risen spuriously (Yukl, 2012). Abuzid & Abbas (2017) state it as a choice of employees to do their work in a way that suits them instead of following the directions of the leader. They also define it as the influence on the behavior of the employees to supporting their liberty of work and developing their abilities and skills to perform independently. Past studies has also given attention in linking empowering leadership, motivation and perception of employees to making it effective and concluded that empowering leadership would ensure job satisfaction (Blazevic et al., 2015). Empowering leadership emerges gradually as prospective managers tend to adopt, behave or practice certain traits which facilitate empowerment. Amundsen and Martinsen (2014) pointed out such behavior as: empowerment, participation, initiative and focus on purpose, merit inspiration, modeling the guidance and direction.

Abuzid & Abbas (2017) acknowledged a number of such behaviors which show the way to empowerments as: promoting guidance, merit, self-management and participation. Similarly, Srivastava et al. (2006) recognized a small number of dimensions of such behaviors that maintain empowering leadership and these were adopted by various researchers in their studies.

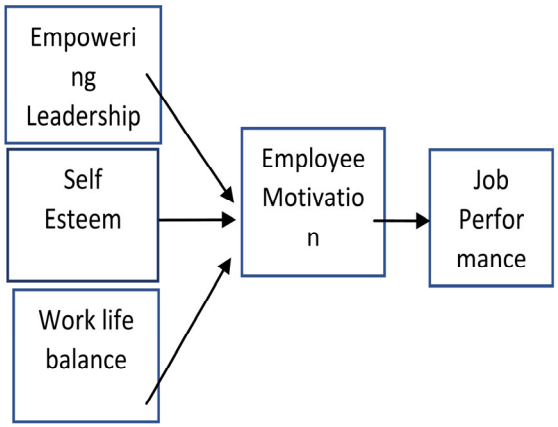
Employee self-esteem

Studies shows that self-esteem can influence the performance of an individual to a great extent. When employees fail to meet their goals they get a negative impact on their self-esteem. Matching individual standards, wishes, and performance capacity positively influences employee's self-esteem. So employees are seen developing more self-esteem if their work standard goes with their attitudes. On the other hand, it should be known that an individual's self-esteem gets the impact from their previous years of life incident and people, ranging from teachers, colleagues and classmates to other social groups with whom they have had contact previously or still have contact (Akgunduz, 2015). Self-esteem can be evaluated by visualizing it as a two tier scale with reference to what employees feel and perceive regarding their skills and abilities. Therefore, an individual with feelings of high self-esteem think that they will succeed in their work, and if they fail in any experience will face inferiority, anxiety and high stress level than the ones with lower self-esteem. Those with higher self-esteem do not possess damaging negative attitudes about their low ability levels being the reason for failures, because from the outset they do not have negative feeling about themselves (Akgunduz, 2015).

Employee motivation

Employee motivation is a critical aspect at workplace which enhances the performance of the organization. The study of employee motivation traces back as far as the Hawthorne studies of 1924, a western Electric Company carried out a series of researches at their Hawthorn works plant outside of Chicago (Jensen, 2018). According to study of Ganta (2015) about the employee motivation in the workplace. Employee's satisfaction with his or her job impacts and enhances their creativity, makes them work more efficiently with their full potential. Consequences will be the low attrition cost and loyalty among the workforce of the organization will increase. Aguinis et al. (2013) studied that how helpful monetary incentives are, that they increase the employee's motivation improving efficiency of employees and hence their performances.

Theoretical Framework



Hypothesis

H1 Empowering leadership, self-esteem and work-life balance has relationship with employee job performance
H2 Empowering leadership affects employee motivation
H3 Self-esteem affects employee motivation
H4 Work-life balance affects employee motivation
H5 Employee motivation affects job performance
H6 Employee motivation mediates between empowering leadership and job performance

H7 Employee motivation mediates between self-esteem and job performance
H8 Employee motivation mediates between work-life balance and job performance

III. RESEARCH METHODOLOGY

Researchers presented the research methodology used to extract the results. In this research different variables were studied. The focus of this chapter was to discuss research design, measurement, data collection method, population, data analysis techniques and choice of survey. This chapter also reflects about the quality criteria and sample size.

IV. RESEARCH DESIGN

Research design demonstrates the overall strategy which is used to integrate the various aspects of knowledge in the logical manner. Research design used for this study was cross sectional. Cross-sectional research design involves the observation study. In order to collect data from population researchers chose a definite time period in time and data collected through this method. In contrast to longitudinal study, this method was preferred because it is quick method, cheap and comparatively easier. So information was collected from the employees of private and public banking sectors of twin cities of Rawalpindi/Islamabad in Pakistan.

V. RESULTS AND DISCUSSIONS

Demographics	Frequency	Percentage
Gender		
Female	56	37.3
Male	94	62.7
Age		
below 30	74	49.3
30-40	16	40.0
40-50	14	9.3
above 50	2	1.3
Education		
Intermediate	11	7.3
Graduate	120	79.3
Postgraduate	19	12.7
Banking sector		
Public	68	45.3
Private	82	54.7

Table 1- Demography

For this particular research 150 questionnaires were distributed among banking employees of Rawalpindi, Islamabad. In result we obtained the following results

Gender

Male respondents in study were 94 with percentage of 62.7. Female respondents were 56 with percentage of 37.3. Hence male respondents were more than female respondents

Education level

People with educational level of intermediate were 11 with minimum percentage of 7.3

Graduates level respondents were 120 with maximum percentage of 80.1. Postgraduates were 19 in numbers with 12.7 percentage

Banking Sector

Some 68 respondents with the percentage of 45.3 belonged to public sector banks whereas 82 respondents with the percentage of 54.7 belonged to private sectors

		EL	SE	WLB	EM	JP
N	Valid	150	150	150	150	150
Mean		4.0433	4.0700	4.3056	4.1693	4.1200
Median		4.0000	4.0000	4.2500	4.0000	4.0000
Skewness		.022	.004	.453	.360	.559
Std. Error of Skewness		.198	.198	.198	.198	.198
Kurtosis		.728	.406	-.672	-.309	-.303
Std. Error of Kurtosis		.394	.394	.394	.394	.394
Minimum		3.00	3.17	3.50	3.20	3.20
Maximum		5.00	5.00	5.00	5.00	5.00

Table 2- Descriptive statistics

Skewness is the measure of asymmetry of the distribution of variable. (West et al, 1966) provided the reference of a substantial departure from normality as an absolute skew value. EL and SE have value close to 1 which shows highly skewed

Kurtosis value ranges from +3 to -3. EM and JP have values ranges within limit.

Table 3- Reliability analysis

Variables No. of Variables Cronbach Alpha

Variables	Items	Cronbach Alpha
Empowering Leadership	6	.776
Self-Esteem	6	690
Work Life Balance	6	.703
Employee Motivation	6	.747
Job performance	5	.743

The reliability refers to the measurement that provisions consistent results with equal values, (Blumberg et al., 2005). It measures precision, repeatability and consistency of a research (Chakrabartty, 2013).
Job performance as the dependent variable has the value .743 with 5 variable items, empowering leadership, self-Esteem and work life balance are the independent variables with the values of .776, .690 and .703. Employee motivation being the mediator variable has the value of 0.747 with 6 items. All variables have the accepted Cronbach alpha values.

		EL	SE	WLB	EM	JP
EL	Pearson Correlation	1				
	Sig. (2-tailed)					
SE	Pearson Correlation	.958**	1			

	Sig. (2-tailed)	.000				
WLB	Pearson Correlation	.031	.013	1		
	Sig. (2-tailed)	.711	.877			
EM	Pearson Correlation	.180*	.172*	.724**	1	
	Sig. (2-tailed)	.027	.035	.007		
JP	Pearson Correlation	.129	.141	.624**	.888**	1
	Sig. (2-tailed)	.116	.084	.008	.000	

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

*. Correlation is significant at the 0.05 level (2-tailed).

Table 4- Correlation Analysis

In this study three hypothesis were address and tested the relationship between three independent variables and with one dependent variable with mediator. Table shows correlation analysis as degree of association among variables. Correlation analyses two things i.e direction and magnitude. Direction of the variables can be positive and negative while magnitude can be strong moderate and weak.

The relationship of EL and SE shows strong positive correlation at .958 with sig. level of 0.01. Relationship of EM with El is a weak positive correlation at .180 with sig. level of 0.05. EM has a weak positive correlation with SE at .172 and sig. level of 0.05 and JP has a strong positive correlation with EM at .888 with sig. level of 0.01. EM has a strong positive relationship with WLB at .724 with sig level of 0.01. JP has a moderately positive relationship with WLB at .624 at 0.01 sig level.

VI. REGRESSION ANALYSIS

Regression analysis is done to check the relationship among variables. Regression analysis tests the hypothesis through significant value of ANOVA and coefficient model. The value of significance had to be less than 0.05 or ($p<0.05$) to accept the hypothesis.

Model		Beta	t	Sig.
1	(Constant)		4.931	.000
	EL	-.105	-.367	.714
	SE	.240	.845	.400
	WLB	.183	2.905	.006

Table -5- Regression

a. Dependent variable JP

For WLB, b= .183, t = 2.905, p< 0.01(Accepted) significant amount of variance in the outcome variable is shown. For every 1 unit increase in the predictor variable the outcome variable will increase by the beta coefficient value. WLB has a significant impact on JP

EL, b= -.105, t= -.367, p>0.01 (Rejected) insignificant amount of variance in the outcome variable is shown. . For every 1 unit decrease in the predictor variable the outcome variable will decrease by the beta coefficient value. EL has an insignificant impact on JP

SE, b= .240, t= .845, p>0.01 (Rejected) insignificant amount of variance in the outcome variable is shown. For every 1 unit decrease in the predictor variable the outcome variable will decrease by the beta coefficient value. SE has an insignificant impact on JP

Model		Beta	t	Sig.
1	(Constant)		5.264	.000
	EL	.170	.600	.549
	SE	.008	.028	.977
	WLB	.173	2.802	.005

Table 6- Mediation

b. Dependent variable EM

For WLB, b= .173, t = 2.802, p < 0.01(Accepted), significant amount of variance in the outcome variable is shown. For every 1 unit increase in the predictor variable the outcome variable will increase by the beta coefficient value. WLB has a significant impact on EM

EL, b= .170, t=.600, p>0.01 (Rejected) insignificant amount of variance in the outcome variable is shown. For every 1 unit decrease in the predictor variable the outcome variable will decrease by the beta coefficient value. EL has an insignificant impact on EM

SE, B= .008, T= .028 p>0.01 (Rejected) insignificant amount of variance in the outcome variable is shown. For every 1 unit decrease in the predictor variable the outcome variable will decrease by the beta coefficient value. SE has insignificant impact on EM.

Model		Beta	t	Sig.
1	(Constant)		2.236	.027
	EM	.888	23.432	.000

Table 7- Mediation

c. Dependent variable JP

For EM, b= .88, t= 23.432, p <0.01(Accepted) significant amount of variance in the outcome variable is shown. For every 1 unit increase in the predictor variable the outcome variable will increase by the beta coefficient value. EM has a significant impact on JP

Model Summary

R	R-sq	F	df1	df2	p
.8881	.7887	274.3145	2.0000	147.0000	.0000

Model

	coeff	se	t	p	LLCI	ULCI
constant	.4777	.2136	2.2368	.0268	.0556	.8998
EM	.9076	.0392	23.1753	.0000	.8302	.9850
EL	-.0351	.0419	-.8374	.4037	-.1178	.0477

Table 8- Mediation

EM mediates between EL and JP.
F (2,147) = 274.3 p= <0.01, R-sq = .78

Measure of difference is calculated as 2,147 with the R-sq value of .78 which states the percent of the variance in the outcome variable that is 78%. Hence full mediation is shown here.

R	R-sq	F	df1	df2	p
.8876	.7878	272.8797	2.0000	147.0000	.0000

Model

	coeff	se	t	p	LLCI	ULCI
constant	.4091	.2274	1.7987	.0741	-.0404	.8585
EM	.9037	.0392	23.0633	.0000	.8263	.9812
SE	-.0140	.0462	-.3032	.7621	-.1053	.0773

EM mediates between SE and JP
F (2,147) = 272.8 p= <0.01, R-sq = .78

Table 9- Model Summary

Measure of difference is calculated as 2,147 with the R-sq value of .78 which states the percent of the variance in the outcome variable that is 78%. Hence full mediation is shown here.

Model Summary

R	R-sq	F	df1	df2	p
.8881	.7887	274.3371	2.0000	147.0000	.0000

Model

	coeff	se	t	p	LLCI	ULCI
constant	.2086	.2420	.8620	.3901	-.2696	.6868
EM	.8989	.0387	23.2551	.0000	.8226	.9753
WLB	.0380	.0450	.8431	.4005	-.0510	.1269

EM mediated between WLB and JP
F (2,147) = 272.8 p= <0.01, R-sq = .78

Table 10- Model Summary

Measure of difference is calculated as 2,147 with the R-sq value of .78 which states the percent of the variance in the outcome variable that is 78%. Hence full mediation is shown here.

VII. CONCLUSION AND RECOMMENDATIONS

This research was the first attempt of its kind to examine the relationship between empowering leadership, self-esteem and work life balance and job performance with mediation role of employee motivation. The examination of these variables was carried out through descriptive statistics, correlation analysis and regression analysis.

This research found that there is significant impact of work life balance on job performance and employee motivation and on the other hand employee motivation enhances job performance, however other variables have shown least or no significant impact on the job performance, whereas employee motivation mediates strongly between all the independent and dependent variables. According to Kim & Beehr (2018) banks can motivate the supervisors to exercise the empowering/encouraging behavior by incentivizing behaviors of bank employees. Further, empowering leadership works as a snowball effect and is gaining pace with time (Park & Hassan, 2018).

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