

**T.C.
ISTANBUL AYDIN UNIVERSITY
INSTITUTE OF GRADUATE STUDIES**



**THE EXAMINATION OF THE RELATIONSHIP AMONG PERCEIVED
ORGANIZATIONAL SUPPORT, CONTEXTUAL PERFORMANCE AND
WORK ENGAGEMENT: THE ROLE OF TRANSFORMATIONAL
LEADERSHIP**

MASTER'S THESIS

ABDUL SABOOR AKBARI

**Department of Business
Business Administration Program**

JUNE, 2022

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APPROVAL PAGE

DECLARATION

I hereby declare with respect that the study “The Examination Of The Relationship Among Perceived Organizational Support, Contextual Performance And Work Engagement: The Role Of Transformational Leadership”, which I submitted as a Master thesis, is written without any assistance in violation of scientific ethics and traditions in all the processes from the Project phase to the conclusion of the thesis and that the works I have benefited are from those shown in the Bibliography. (.../.../20...)

ABDUL SABOOR AKBARI

FOREWORD

I am very thankful to my advisor Prof. Dr. Burcu Aydin Kuçuk for her guidance and contribution throughout this study. I also would like to thank my jury members for their valuable comments on this thesis. I would like to express my genuine gratitude to my mother, for her endless support, motivation, love, and always being there for me. I am also very grateful to my brother, Abdul Wali Akbari. I would not have completed this thesis without his continuous assistance, brilliant ideas, and unending patience. He will always be my role model. Finally, very special thanks to all my family and friends for their precious support, attention, encouragement, and belief from the very beginning.

I dedicated this study to my future.

September 2022

Abdul Saboor Akbari

THE EXAMINATION OF THE RELATIONSHIP AMONG PERCEIVED ORGANIZATIONAL SUPPORT, CONTEXTUAL PERFORMANCE AND WORK ENGAGEMENT: THE ROLE OF TRANSFORMATIONAL LEADERSHIP

ABSTRACT

The contextual performance of employees in organizations is an essential component of organizational performance since volunteer behaviors play a significant role in daily work. There is currently a limited understanding of the voluntary behaviors that organizations take beyond their mandatory task requirements, though these are critical elements for the overall effectiveness of the organizations. In addition to that, perceived organizational support and contextual performance increasingly become essential elements to sustain a fair and effective work environment. They are very important to companies because they affect both employee performance and willingness to work. While motivating workers to express themselves physically, emotionally, and mentally while carrying out their duties, on the other hand, transformational leadership and work engagement are also more crucial than ever. As a result, positive work-related outcomes result as organizations make the most of the advantages they can get from their employees and engage them in their work.

In this study, the concepts of Perceived Organizational Support, Contextual Performance, Work Engagement, and Transformational Leadership, which are among the important concepts for organizations, are focused on. Firstly, an extensive literature review was done for the variables to illustrate these ideas. Overview of the theoretical explanation of the variables, the significance of these ideas for organizations were made to explain the relationships between them. From this point, to gather the data we used the Perceived Organizational Support Scale, Contextual Performance Scale, Work Engagement, and Transformational Leadership Scales. The sample of this study is made up of white-collar workers in service industry in

Turkey. The data obtained from the questionnaire applied to a total of 384 participants were analyzed with the SPSS program, a statistical package used for research in the social sciences. The main objective of this research is to analyze and examine the impact of organizational support on contextual performance and the role of transformational leadership in this relationship.

The associations between the variables were clarified as the result of the regression and moderator analyses. Findings have proven that perceived Organizations Support (POS) has a 31% positive effect on the contextual Performance of employees in white-collar employees in the servant sector in Turkey ($B=.310$, $P=0.000$, $F=40.709$). It was found that perceived Organizations Support (POS) has a 27.4% effect on the work engagement of white-collar employees in the servant sector in Turkey ($B=.274$, $P=0.000$, $F=30.919$). Thirdly, it was found that transformational leadership was a significant indicator of perceived organizational support and contextual performance ($R=.660$, $R^2=.436$, $F=14.86$, $P=0.000$) and finally transformational leadership was a significant indicator of Perceived Organizational Support and work engagement ($R=.361$, $R^2=.130$, $F=14.73$, $P=0.000$). The research three conclusions: firstly, perceived organizational support has had a minor and positive effect on contextual performance, and secondly, the study concludes that perceived organizational is important in encouraging employees' work engagement. The study reaches the conclusion that one of the most important factors in achieving work engagement and contextual performance is one's perception of the organization's support. Thirdly, the study's findings indicates that transformation leadership influences the relationship between perceived organizational support and work engagement, which influences organizational support and employees' contextual performance. This indicates that change is typically induced in moderate forms and perceived organizational support is important in encouraging employees' work engagement. Finally, the study concludes that transformation leadership is best situated for the inducing the relationship between perceived organizational support, contextual performance and work engagement in white-collar employees in the servant sector in Turkey.

Keywords: Perceived organizational support, contextual performance, transformational leadership, work engagement.

ALGILANAN ÖRGÜTSEL DESTEK, BAĞLAMSAL PERFORMANS VE İŞE ADANMA İLİŞKİNİN İNCELENMESİ: DÖNÜŞÜMCÜ LİDERLİĞİN ROLÜ

ÖZET

Örgütlerde çalışanların sergilemiş oldukları bağlamsal performans ve isteğe bağlı davranışlar günlük işin çok önemli bir kısmını oluşturmaktadır. Dolayısıyla performans kavramının örgütsel performans için de kritik bir yönü bulunmaktadır. Ancak, performans kavramının örgütlerin genel etkinliği için kritik bir role sahip olmasına rağmen, çalışanların zorunlu görev gerekliliklerinin ötesine geçen gönüllü davranışlar konusunda sınırlı bir anlayış bulunmaktadır. Buna ek olarak, algılanan örgütsel destek ve bağlamsal performans, adil ve etkili bir çalışma ortamını sürdürmek için giderek daha önemli unsurlar haline gelmektedir. Bu kavram, hem çalışanların performansını hem de çalışma isteklerini etkilediğinden kuruluşlar için çok kritiktir. Öte yandan, dönüşümcü liderlik ve işe adanma da, çalışanların rol performansları sırasında kendilerini fiziksel, duygusal ve zihinsel olarak ifade etme motivasyonu için her zamankinden daha kritik hale getirmektedir. Böylece örgütler çalışanlarından maksimum fayda sağlayabileceği için işle ilgili olumlu sonuçlar meydana gelmektedir.

Bu çalışmada örgütler için önemli konular arasında yer alan Algılanan Örgütsel Destek, Bağlamsal Performans, İşe Adanma ve Dönüşümcü Liderlik kavramları üzerinde durulmuştur. İlk olarak, bu kavramları açıklamak için değişkenler hakkında derinlemesine bir literatür taraması yapılmıştır. Değişkenlerin teorik olarak tartışılmasının ardından bu kavramların örgütler için önemi tartışılmış ve aralarındaki ilişkiler açıklanmaya çalışılmıştır. Araştırmanın verilerinin toplanmasında demografik değişkenlerin yanı sıra üç farklı ölçme aracı kullanılmıştır. Bu kapsamda veri toplamada Algılanan Örgütsel Destek Ölçeği, Bağlamsal Performans Ölçeği, İşe Adanma ve Dönüşümcü Liderlik Ölçeği kullanılmıştır. Araştırmanın örneklemini Türkiye'de hizmet sektöründe çalışan beyaz

yakalı çalışanlar oluşturmaktadır. Toplam 384 katılımcıya uygulanan anketten elde edilen veriler, sosyal bilimlerde arařtırmalar için kullanılan bir istatistik paketi olan SPSS programı ile analiz edilmiřtir. Bu arařtırmanın temel amacı, örgütsel desteğin bağlamsal performans ve iře adanmışlık üzerindeki etkisini ve bu ilişkide dönüşümcü liderliğin rolünü analiz etmek ve incelemektir.

Regresyon ve moderatör analizleri sonucunda deęişkenler arasındaki ilişkiler açıklanmıştır. Bulgular, Algılanan Örgüt Desteğinin (POS) Türkiye'de hizmet sektöründeki beyaz yakalı çalışanların Bağlamsal Performansı üzerinde %31 oranında olumlu bir etkiye sahip olduğunu kanıtlamıştır (B=310, P=000, F=40.709). Algılanan Örgütsel Desteğin (POS) Türkiye'de hizmet sektöründe beyaz yakalı çalışanların iře adanmışlıkları üzerinde %27,4 etkisinin olduğu bulunmuştur (B=.274, P=000, F=30.919). Üçüncü olarak, dönüşümcü liderliğin algılanan örgütsel destek ve bağlamsal performans arasındaki ilişkide (R=.660, R² =.436, F=14.86, P= 0.000) ve son olarak, algılanan örgütsel destek ve iře adanma arasındaki ilişkide (R=.361, R² =.130, F= 14.73, P= 0.000) moderator rol oynadığı görülmüştür. İlk hedefte, algılanan organizasyon desteğinin bağlamsal performans üzerinde düşük ve olumlu etkisi olduğu bulunmuştur. İkinci olarak, algılanan organizasyon desteğinin çalışanlar arasında iře adanmışlığı teşvik etmede önemli olduğu sonucuna varılmıştır. Dolayısıyla, örgütsel destek algısının, iře adanmışlık ve bağlamsal performans düzeyinin elde edilmesi için kilit bir unsur olduğu sonucuna ulaşmıştır. Üçüncüsü, dönüşümcü liderliğin, algılanan örgütsel destek ile bağlamsal performans arasındaki ilişkiyi arttırdığı sonucuna varmaktadır, Bu, deęişimin çalışanların dönüşümcü liderlik davranışları ile ve algılanan örgütsel desteğinin çalışanların iře adanmışlığını teşvik etmede önemli olduğunu gösterir. Son olarak, çalışma, Türkiye'de hizmet sektöründeki beyaz yakalı çalışanlarda algılanan örgütsel destek, dönüşümcü liderlik ve iře adanma arasındaki ilişkiyi ortaya çıkarmak için dönüşüm liderliğinin önemli bir rolünün olduğunu göstermektedir.

Anahtar Sözcükler: Algılanan örgütsel destek, bağlamsal performans, iře adanma, dönüşümcü liderlik

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ABBREVIATIONS

CEO:	: Chief Executive Officer
CFA:	: Confirmatory Factor Analysis
CP:	: Contextual Performance
CWB:	: Counterproductive Work Behaviors
DRS:	: Direct Report Support
KMO:	: Kaiser Meyer-Okin
OCB:	: Organization Citizenship Behavior
OCB:	: Organizational Citizenship Behavior
PCA:	: Principal Components Analysis
PCS:	: Perceived Coworker Support
POS:	: Perceived Organization Support
PSS:	: Perceived Supervisor Support
SPSS:	: Statistical Package for the Social Sciences
TL:	: Transformational Leadership
VUCA:	: Volatility, Uncertainty, Complexity, and Ambiguity
WE:	: Work Engagement

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I. INTRODUCTION

A. Research Overview

Today, the modern business world is marked by change and speed in the business environment, which got to be the trademark of this world. This brought about furious competition in the organizations' endeavors to obtain a competitive advantage and increment within the innovation and technological change rates. All organizations are seeking a way to enable them to adapt to these changes in a flexible manner in the organization both internal and external. And those who do not carry out these changes are at risk of failure. In this concern, successful managers are innovative to find solutions in the organizations to the problems arising from the changing environmental factors, which may make success. One of the important ways for any successful organization is to improve the existing employees to be able to put on the required effort to carry out all the work activities inside the organization beyond their job description. (Cho, J., & Dansereau, F., 2010) So, organizations try to have the best employee's performance. Therefore, for reaching this goal organizational support becomes a must, being the basic motivator of energies and abilities, besides, leadership and motivation.

Furthermore, according to GM's official CEO, any company that wants to succeed in the fierce competition must work to make its personnel committed. The benefit and long-term development of an organization have been found to significantly benefit from the contextual performance and work engagement of employees. The issue of organizational sustainability has received a lot of scholarly interest as a result of the discovery that sustainable organizations positively contribute to a variety of aspects of society, including the economic, environmental, and social (human) dimensions. Researchers in the domains of organizational behavior and human resources have particularly focused on employees' long-term commitment to their professions over the last 20 years as a way to enhance human performance. Employees tend to move in groups rather than individually as a result of the variety of communication options. The ability of an organization to exist

depends greatly on its workforce. The actions and participation of management and employees decide whether an organization will remain in existence. The likelihood of the organization surviving and succeeding increases when management gives the staff essential encouragement and support. (Manesh, M. H., Singh, J. S. K., & Hussain, I. A. B., 2016).

Employees should develop a generalized view of how much their employer recognizes and respects their contributions and is concerned about their well-being, according to perceived organizational support data. Employees' perceptions of the organization's commitment to their contributions, well-being, growth, and identity are another factor in perceived organizational support, or POS, which is another input into overall contextual performance, job satisfaction, and organizational commitment. Additionally, it may lead to a sense of duty to consider the organization's well-being and support the achievement of its objective. Perceived Organizational support is the motivator of employees and has a direct impact on contextual performance and strengthens the contextual performance of employees and also has an excellent and effective relationship with the role of leadership in empowering employees and the organization's success. ((Arvey, R. D., & Murphy, K. R., 1998)

Besides, in every organization, managers expect their employees to be more involved in their work, to be positively engaged in the pursuit of a common goal, and to exert extra effort than what is specified in their job description, and they are expected to do something beyond of their jobs. The dedication and extra performance, role, and behaviors are not asked formally such as, voluntarily helping peers, acting amiably, maintaining a good working relationship, and exerting extra effort for the firm. This set of interpersonal and volitional are called contextual performance. These contextual behaviors are important for any firm because they promote better social interaction and communication among the workforce.(Arvey, R. D., & Murphy, K. R., 1998)).

The construct of contextual performance expands the performance domain to include a variety of nonjob-specific behaviors and refers to work activities that do not directly contribute to the organization's technical core but are nonetheless beneficial for an organization, such as volunteering and helping others and they claim that contextual activities influence and support the organization's psychological and social environment (Motowidlo, S. J., & Van Scotter, J. R., 1994). Employee performance is

behavior, according to certain management scholars, and this concept distinguishes results and performance (Gunasekara, V. M. , 2018).

In addition, leadership, which has a causal effect in this respect and is crucial in the relationship between perceived organizational support and contextual performance, is a further factor in employee empowerment and growth. According to a number of management researchers, leadership style and employee performance have a significant role in determining how well a business. Transformational leadership has been of great interest to researchers in the area. Transformational leadership help in the success of organizations and employees' improvement in their daily task and performances. Furthermore, transformational leadership helps in predicting subordinates' satisfaction with their leaders. (Almatrooshi, B., Singh, S. K., & Farouk, S., 2916).

Moreover, transformational leadership is an essential pioneer to organizational Commitment. It has also been established that Transformational Leadership impacts decision-making processes while recognizing the need for participation, communication, and involvement. Transformational leaders inspire their followers to higher accomplishments both personally and for the organization by including them in imagining a desirable future. Getting employees to be committed and to give their best to the organization eventually contributes to a sense of fulfillment, responsibility, and Job Satisfaction. (Sinclair, R. R., Tucker, J. S., Cullen, J. C., & Wright, C., 2005).

B. Statement of Problem

It may be said that businesses have largely abandoned the notion that the human factor is a price that must be paid in order to meet their goals of effectiveness and expansion. Business's ideas on personnel and the environment of the business change as a result of the general awareness of modern management. Employees are no longer just people who receive a salary and perform tasks as defined by a job description; rather, they are seen from the perspective of how much value they bring to the company and how crucial they are to its success.

Nowadays, organizations are facing many challenges in the field of staff and hiring. one of those challenges is finding capable employees and how to engage them in work. The biggest problem is training and keeping employees to do additional volunteer behaviors including volunteering for extra work, being a good

organizational citizen, interacting with coworkers, and other discretionary behaviors, and creating the best environment for all to feel part of the organization.

Many researchers have searched in this regard but not as much as today we see the importance of these issues, especially the contextual performance and perceived organizational support. They have studied the support that organizations provide for their staff and the effects of this support on the effectiveness and efficiency of employees' work which is the relationship between contextual performance and perceived organizational support but still effects of organizational support are not determined on contextual performance and work engagement and their relationship. But in these studies, we are going to discuss more instruments that have a great impact on creating an effective relationship between POS and CP and these are work engagement and transformational leadership. So, to find how does organizational support affects contextual performance and work engagement, as well as the connection between work engagement, organizational support, and outcomes.

Therefore, this study contributes to the understanding of perceived organizational support's influence on contextual performance and the role of transformational leadership among them **which today's businesses are recognized to value. Employees in the servant sector's human resources department participated in the research.** Practitioners can use the result of this study as a trend and example of organizational support impacts on fulfillment of employees and leadership roles especially transformational style in the efficiency and employees' performance in the organizations. The estimation of paper lives in making this fairly under-looked into writing on the connection among organizational support, contextual performance, and transformational leadership and transformational initiative be progressively available for researchers and experts.

C. Purpose/ Importance of the Study

Improving employees' performance is always the main concern in organizations and it has a direct relationship with the organization's achievement and successes concerning its competitors. Therefore, organizations always strive to have the best employees. Recently, due to intense competition between organizations, the growth of modern technology, and its role, employees are expected to perform

greater than is required by their job description and on a daily basis. which has made the role of contextual performances very important and crucial in firms.

Contextual performance and organizational support are crucial for businesses to understand in order to retain talented workers within their workforce and provide for their continuity. Additionally, the necessity to pay attention to these difficulties accompanied it, prompting us to think critically about and focus on them. The relevance of the topic and evidence that it is current may both be seen in a large number of studies and surveys that have been recently performed on it.

Because contextual performance is important since it is a behavior that is primarily under the individual's motivational control. Almost no studies have looked at the question of how the opportunity to engage in contextual behaviors can be constrained by situational demands. Contextual performance has become increasingly significant to overall task performance in businesses in recent years. Performance on a job or assignment is no longer just thought of as performance on a task. Instead, because the labor market has become more competitive, individuals are expected to go above and beyond what is outlined in their job descriptions. The term "contextual performance" describes actions that support the setting in which the technical core functions.

Previous studies have shown that transformational leadership has a favorable impact on the sustainable performance of an organization's workforce. Employees who are led by transformational leaders put out more effort than is required of them because they meaningfully engage their employees' self-concept. This extra effort or pro-social behavior results in contextual performance (CP), which raises an individual's task performance and boosts organizational performance.

The goal of this research study is to analyze and examine the relationship between perceived organizational support and contextual performance, taking into account the aforementioned factors as well as the part played by transformational leadership in this relationship. In order to understand the relationship between leadership and contextual performance in firms within the context of work performance, the research study intends to analyze the impact of the whole range of perceived organizational support. Consequently, the study's general goals are:"

1. Investigate the impact of perceived organizational support on contextual performance.
2. Investigate the impact of perceived organizational support on work engagement.
3. To improve understanding of contextual performance and its role in the perceived organizational support, work engagement, and transformational leadership theory.
4. Advance understanding of the role of transformational leadership in the relationship between contextual performance/work engagement and perceived organizational support.
5. Investigates the moderating effect of transformative leadership on the link between contextual performance and work engagement and perceived organizational support.

D. Research Hypotheses

- 1 Hypothesis 1 (H1): Perceived organizational support has a significant and positive impact on contextual performance of employees.
- 2 Hypothesis 2 (H2): Perceived organizational support has a significant and positive impact on work engagement of employees.

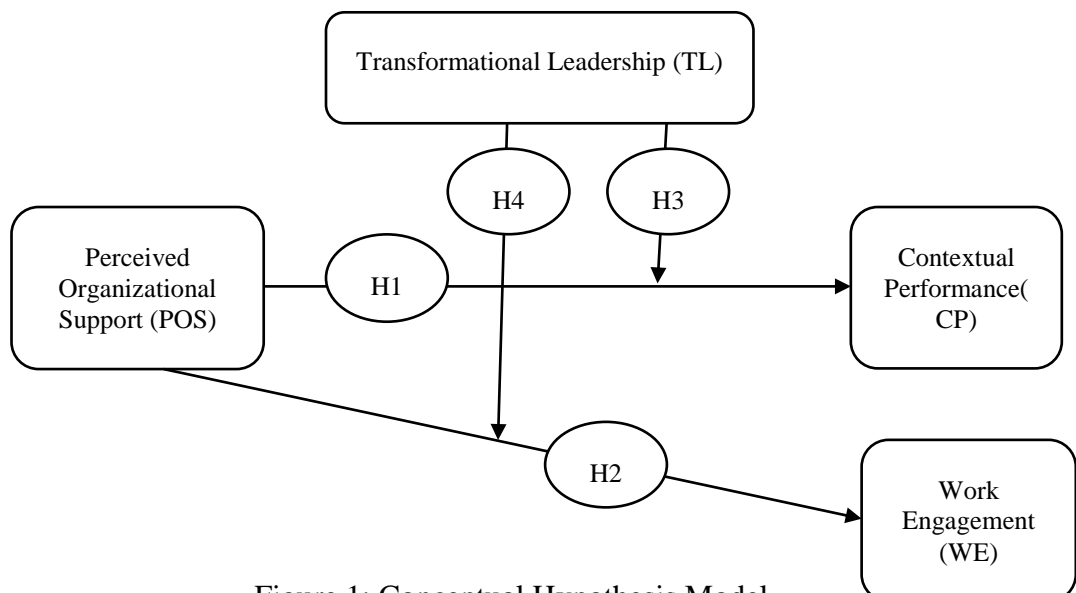


Figure 1: Conceptual Hypothesis Model

- 3 Additional Hypothesis (H3): There is a moderator role of transformational leadership on the relationship between perceived organizational support and contextual performance of employees.

- 4 Additional Hypothesis (H4): There is a moderator role of transformational leadership on the relationship between perceived organizational support and employees' work engagement.

E. Thesis Outline

There are five sections in the thesis. The study's context, problem statement, importance, purpose, research hypothesis, study value, and thesis formulation are all included in the first part. The literature review, variables, and their relationships will all be covered in section two. The third chapter will cover the study process, including techniques for data collection and analysis. The results of the investigation and our analysis of the data we gathered will be presented in Chapter 4. Finally, it means that chapter five will cover the conclusions and suggestions

II. LITERATURE REVIEW AND THEORETICAL FRAMEWORK

In this chapter, the theoretical concept of the research is presented and the main purpose of the chapter is to collect relevant information on the subject, which is not an easy process. This part often includes topics such as the study of theoretical foundations of research, review of relevant literature, research background, theoretical framework, and so on.

In the theoretical foundation part, all theories connected to the perceived organizational support influencing contextual framework to transformational leadership have been reviewed and summarized. Besides, research literature and background are also discussed which covers all domestic and international research connected to the dissertation's topic. Priority will be given to domestic research, followed by a review of international research.

Furthermore, the theoretical framework along with the summary section is explained. In the theoretical framework part; the research variables, whether independent or dependent, quantitative or qualitative and so on, are described and theoretical the summary section, we will get a basic summary of the facts and information gathered throughout the theories and literature research. Finally, the conceptual model described presents the conceptual framework of the theoretical approach to create a clear and transparent image of the study background and its theories.

A. The Concept of Contextual Performance

Performance is the degree to which actions accomplish the desired outcome. (Akal, 1992). Performance is, in other words, the "rate of purpose fulfillment" or the "degree of activity output." This level denotes the degree to which the intention or objective has been accomplished. Depending on their point of view, various institutions have varied definitions of performance. The performance of the

institution and the person are used to define the degree of achievement. Some academics, like Campbell, contend that performance includes both the deed and its outcome. Performance, according to Campbell, is defined as conduct that is acceptable to the organization's aim and that can be assessed based on the amount of contribution. (Suliman, 2001).

Contextual activities shape the organizational, social, and psychological context that acts as the catalyst for task activities and processes, leading to organizational success. Contributing to carrying out task activities that are not technically part of the work and assisting others in the organization to complete tasks are examples of contextual activities (Borman, W. C., & Motowidlo, S. J, 1997).

Contextual performance is now thought to be a crucial component of overall job performance, nonetheless, in recent years. Employees are now expected to go above and beyond what is specified in their job description in the VUCA environment, where there have been changes to the global economy and greater competitiveness. Employees' capacity to participate in activities that advance the organization's general well-being is captured by contextual performance. This component of job performance is thought to be just as crucial as task performance. Contextual performance examples include volunteering for more tasks, acting honourably within the organization, collaborating with co-workers, and engaging in additional discretionary actions (Borman, W. C., & Motowidlo, S. J, 1997)

Contrary to some methods of evaluating employees, contextual performance takes into account more than just experience, education, and skill in carrying out specific tasks. The approach also considers how an employee's role may have a social or psychological impact on the operation of the business as a whole. For instance, despite having the necessary training and technical skills to complete the tasks assigned to them, a person might not be able to handle the social components of the workplace that support productivity. When this occurs, the human resources effort in relation to the use of contextual performance may concentrate more on helping employees overcome emotional barriers like shyness, lack of confidence, or the manifestation of anger in the workplace that is preventing a department from operating at optimum efficiency. As a brief contextual performance is:

The degree to which a hand behaves appreciatively conforming of volunteering for redundant duties, helping associates and cooperating with them with

an anticipation of a price. Learn more in the goods of perceived organizational support and leader- member exchange on contextual performance.

Contextual performance is a measure of the effectiveness of an existent's relationship with other workers, which goes beyond just doing a job and contributes to an association's effectiveness. (Borman, W. C., & Motowidlo, S. J, 1997)

1. Antecedents of Contextual Performance: OCB, CWB and POB

In terms of contextual performance, "Organizational citizenship behavior" (OCB) was developed as a term for contextual behavior by Smith, Organ, and Near (1983) and Bateman and Organ (1983). OCB is described as Extra-role discretionary behavior meant to support others in the organization or to display conscientiousness in supporting the organization. In terms of OCB measurement, Smith et al. created a sixteen-item survey that may be utilized as a self-report tool for supervisors or peers to use when grading OCB. In general, two factors emerged from factor analysis of correlations between item responses: (a) Altruistic behavior, or assisting others, and (b) General Compliance, or adherence to the organization's norms and procedures (Organ, 1988).

The term "prosocial organizational behavior" (POB) refers to actions taken to enhance the welfare of the people or groups to which they are addressed (Brief, A. P., & Motowidlo, S. J, 1986). The taxonomy of contextual activities developed by Borman and Motowidlo (see table below) divides OCB, POB, and other concepts into five categories of contextual performance. (Borman, W. C., & Motowidlo, S. J, 1993).

Table 1: Contextual Performance Taxonomy (Resource: W. C. & Motowidlo, S. J. 1997)

- 1. volunteering to take on tasks that are not formally part of one's job*
- 2. continuing with additional enthusiasm or effort when necessary to successfully complete one's tasks*
- 3. helping and cooperating with others*
- 4. following organizational rules and procedures even when personally inconvenienced.*

5. advocating, supporting, and defending organizational goals.

The term "counterproductive work behaviors" (CWB) refers to workplace performance that includes both mandated role behaviors and extra-role positive and negative work-related actions. CWB, or "workplace deviance," is defined as "voluntary conduct of organizational members that breaches important organizational standards and, as a result, endangers the organization's and/ or the employees of it well-being" (Robinson, S.L. and Bennett, R.J, 1995). Theft, excessive absence, production deviance, sabotage, interpersonal abuse, and rule violations are examples of such behaviors (Miles, D.E., Borman, W.E., Spector, P.E. and Fox, S, 2002)-. Such behavior undermines organizational standards and jeopardizes the well-being of organizations and their members (Gruys, M.L. and Sackett, P.R, 2003). Misbehavior and pro-social behaviors can both be observed in academic settings. For example, a large body of research has revealed the severity and prevalence of academic misconduct (Christensen-Hughes, J.M. and McCabe, D.L, 2006). We believe that reporting instances of cheating by other students contribute to the integrity of the educational process and is equivalent to OCB in workplaces. Academic misconduct, on the other hand, is comparable to CWB in that it involves purposeful activity that violates university regulations and disrupts the educational process (Stone, T. H., & Jawahar, I. M, 2015).

According to Dalal's (2005) meta-analysis, conscientiousness has a comparable degree of association to OCB as it does with CWB. His meta-analysis finds that negative affectivity is significantly more strongly connected to CWB, $r = 0.41$, than to OCB, $r = 0.10$, while positive affectivity results, although positive for OCB and negative for CWB, were 'less apparent' (Dalal, 2005).

Reeshad S. Dalal et al (2016) focus on the relationship between OCB and CWB which argue that the relationship is significant in determining an employee's total contribution to an organization. However, its specific nature is of importance for many other reasons. One such reason relates to the definitions of the two constructs: OCB has been described as employee attitudes that is at least slightly volitional and that enhance the functioning of an organization, whereas CWB has been defined as volitional employee attitudes that harm, or are meant to harm an organization's vital interests. As a result, it can conclude that both definitions are semantic total opposites: OCB is designed to help the organization, whereas CWB is

intended to harm it. The factor structure of each of these behaviors is a second reason for interest in this relationship. A difference has been noted in both the OCB and CWB literature between conduct aimed at the organization itself and behavior directed at other persons within the organization. A third reason is that OCB and CWB have been connected to the same correlates in opposite directions, such as conscientiousness, organizational dedication, organizational justice, and job satisfaction. (Reeshad S. Dalal, Holly Lam, Howard M. Weiss, Eric R. Welch and Charles L. Hulin, 2009).

Richard R. Reilly and Zvi H. Aronson explained (2012), "Contextual performance refers to behaviors that are not task- or goal-specific but make individuals, teams, and organizations more effective and successful." Contextual performance includes collaborating and supporting others, volunteering to take on activities outside of one's role, persevering with enthusiasm and extra determination to successfully complete tasks, advocating for organizational goals, and following company policies even when it's inconvenient." Contextual performance is a method of evaluating an employee's performance in the context of assigned responsibilities. The goal is to evaluate an employee's performance not only in terms of meeting what is considered an acceptable level of functioning, but also in terms of scenarios in which the person demonstrates talents or other characteristics that contribute to excellent work behavior. It is often easier to identify employees who are a perfect fit for their current role, who could benefit from retraining, and who should be considered for changes in direction or promotions to positions that better match their skills and abilities when evaluating the employee's performance in the context of their role in the organization. (Richard R. Reilly, & Zvi H. Aronson, 2012).

Maria Rotundo and Paul R. Sackett (2005) explained that there are definitions that focus on actions that impact the organization's achievements and are under the individual's control, with the latter criterion excluding behaviors that are confined by the environment. Based on these ideas, work performance is defined as the individual's-controlled actions and behaviors that advance the company's objectives. There have been various attempts to explain work performance, which have been divided into three categories. Task performance, civic performance, and counterproductive performance make up the three key performance factors. (Maria Rotundo & Paul R. Sackett, 2002).

Katz and Kahn (1978) defined the role of performance in a system as meeting or exceeding both the quantitative and qualitative performance standards, as referenced by Rotundo & Sackett (2002). Welbourne et al. (1998) defined the job function as the quantity and quality of work effort. According to Murphy (1989), task performance refers to carrying out duties and responsibilities associated with one's employment. Campbell (1990) defined the actions and behaviors used to complete technical tasks using the phrases job-specific and non-job-specific task competency. Borman and Motowidlo (1993) defined task performance as tasks that are openly recognized as being a part of the job and contribute to the technical core of the organization. Borman and Brush (1993) created technical activities to describe behaviors that show technical competence.

A significant portion of the criteria is explained by the domain of task performance. However, experts feel that studying simply task-related behavior is insufficient. Citizenship performance is another collection of actions that are not always task-related but benefit the business in some way. This collection of behaviors has been characterized and explained by several researchers. Some of the murky waters can be explained by differences in the definitions of citizenship performance among academics. The following characteristics are widely used by researchers to differentiate between task and citizenship performance: if the behavior is expected in the role, is outlined in the job description, or is rewarded (Katz, D., & Kahn, R. L., 1978). Counterproductive employee behavior is becoming a growing problem for businesses. To forecast counterproductive behavior, researchers have focused on defining this concept and establishing its underlying structure. Employee deviance, like citizenship, is being encumbered by a multiplicity of meanings and conceptualizations. Based on the criteria provided by Robinson and Greenberg (1998) and Robinson and Bennett (1995), we defined counterproductive performance as voluntary behavior that threatens the organization's health. (Maria Rotundo & Paul R. Sackett, 2002).

2. Contextual Performance and Job Performance

Job performance consists of task performance and contextual performance and it is the total assessment of how successfully a person meets the requirements of the organization. In order to reach high levels of productivity, efficiency, and effectiveness, organizations have been attempting to maximize the job performance

of their personnel. Employees who are expected to perform well at work must therefore have a clear definition of their roles and a thorough understanding of them.

Job performance broadly speaking refers to a person's contribution to the achievement of an organization's goals. Job performance is definable and quantifiable in terms of a variety of variables. The factors change depending on the framework you pick. However, there is broad agreement among scientists that job performance is made up of two interrelated factors. (Koopmans, L., Bernaards, C. M., Hildebrandt, V. H., Schaufeli, W. B., De Vet, H. C., & Van Der Beek, A. J. , 2011)

The two main components of job performance, according to Borman & Motowidlo (1993), are:

Task performance describes the core job responsibilities of an employee. It is also known as "in-role mandated behaviour" and is evident in the quantity and quality of particular deliverables and job outputs. (Borman, W. C., & Motowidlo, S. J, 1997). Contextual performance goes beyond formal job responsibilities. Also referred to as "discretionary extra-role behaviour" contextual performance is reflected in activities such as coaching co-workers, strengthening social networks within an organization and going the extra mile for the organization. (Koopmans, L., Bernaards, C. M., Hildebrandt, V. H., Schaufeli, W. B., De Vet, H. C., & Van Der Beek, A. J. , 2011)

- Job performance is a management building component, yet in many businesses, it is not well defined.
- Task performance and contextual performance make up the two key components of job performance.
- Specific work results and deliverables, as well as their amount and quality, serve as indicators of task performance.
- Employees that execute contextually go above and above what is expected.
- Contextual performance enhances the organization's overall health.
- Personality qualities might influence employment decisions because they are related to contextual performance.

- Managers with experience focus more on contextual performance than managers with less experience.
- Contextual performance can be incorporated by organizations in employment analysis projects.

3. Distinctions Among Contextual performance and Task Performance

As cited by John Hunthausen, aspects of the various theories fall into two distinct categories: (Hunthausen, 2000) (1) individual task performance and (2) behaviors that establish and maintain the social and organizational context in which others can perform their assigned task. These two dimensions are referred to as task performance and contextual performance, respectively. (Borman, W. C., & Motowidlo, S. J, 1993).

Three fundamental presumptions help to distinguish between task and contextual performance: Contextual performance is firstly related to personality and motivation, whereas task performance is related to ability. Second, contextual performance is discretionary and extra-role, whereas task performance is prescribed and made up of in-role behavior. Third, contextual performance is extra-role, whereas task performance is in-role. (Peter Hosie, Alan Nankervis, 2016).

Motowidlo et al. (1997) made a distinction between contextual and task performance, as shown in the picture below. To identify performance factors, Motowidlo et al. (1997) divided performance into task and environmental categories. According to Motowidlo et al., task performance has been associated to cognitive capacity, whereas contextual performance has been linked to personality. The findings of MacKenzie et al. (1991) that contextual and task performance are affected by different factors were validated by Motowidlo and Van Scotter in 1994. According to Motowidlo et al. (1997), knowledge, skills, and work habits have an effect on cognitive function and personality. (Motowidlo, S.J., Borman, W.C. and Schmit, M.J, 1997).

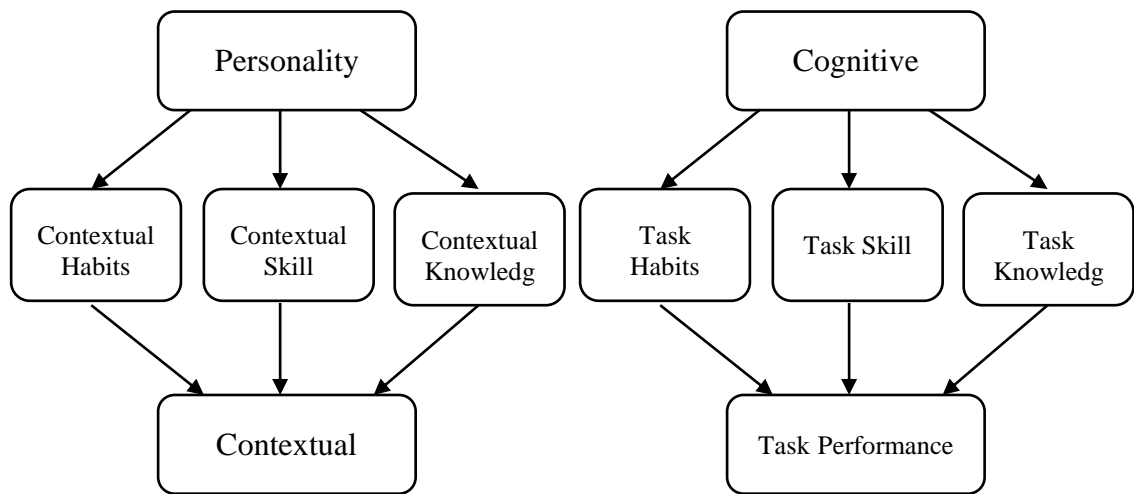


Figure 2 Performance on a Task vs Performance in Context

performance remains consistent for the majority of the employment. The efficacy with which activities are completed is referred to as task performance. Therefore, contextual performance "has the effect of maintaining the broader organizational, social, and psychological environment in which the technical core must function," whereas task performance variability among employees is logically attributable to differences in tasks performed as well as individual knowledge, skills, and ability." (Motowidlo, S.J., Borman, W.C. and Schmit, M.J, 1997). As a result, contextual performance is not a single set of consistent behaviors, but a multidimensional concept (Van Dyne, L. and Le Pine, J.A, 1998). Since contextual performance is likely to differ from company to company in implementation, it is related to the notion of individual differences postulates that people differ in their temperaments and personalities. Contextual performance is not so much the result of expertise as it is of choices. (Peter Hosie, Alan Nankervis, 2016).

4. Analysis and Measuring of Contextual Performance

The authors of Hasan Tutar and et al. (2011) note that there are two techniques to assess performance. Task performance is the first, while contextual performance is the second. Task performance is the work responsibility that directly applies technical processes, delivers necessary goods or services, or somehow combines tasks that contribute to the technical foundation of the organization. (Borman, W. C., & Motowidlo, S. J, 1997). Task performance is concentrated on a task's essential technical components. Psychological performance circumstances such as voluntariness, optional activities, attendance, and motivation are included in the contextual performance. (Van Scotter JR, & Motowidlo SJ., 1996). Task and contextual performance are also included in the institutional outcomes. Employees must understand the goal and get motivated to achieve it. They also need to be given directing resources, such as authorization and empowerment. (Hasan Tutar, Mehmet Altinoz, & Demet Cakiroglu, 2011).

Employees' use of supplemental role behaviors to circumvent their assigned task behaviors is the most distinctive aspect of contextual performance. Organ (1988) describes organizational citizenship behavior in the same way that contextual performance is defined: as "behaviors supporting task performance and fostering psychological environment" (Ehrhart, 2004) Contextual performance was studied by Borman and Motowidlo (1997), who first distinguished it from task performance. Contextual performance, according to Greenwood, includes going above and beyond the call of duty, going above and beyond the scope of one's official job description, going above and beyond the call of duty on behalf of the organization, voluntary coordination with other employees, assisting them, abiding by organizational rules, embracement and commitment, being parallel to organizational goals, and supporting (1999). Contextual performance is described by Van Scotter and Motowidlo (1996) as "work commitment and interpersonal cooperation. " These definitions are derived from the index of contextual performance, which adds to the efficacy of the social and organizational environment, in addition to task performance, which is concerned with the technical aspects of the work (Hasan Tutar, Mehmet Altinoz, & Demet Cakiroglu, 2011).

As Werner (2000) states in his research, if the performance of a theme is accepted as part of an individual's performance, it should have a significant impact

on performance evaluation processes. Organizations should emphasize work-related factors in their evaluation processes for legal and practical reasons (Werner, 2000). This requires that they explain their methods as clearly and ethically as possible. However, despite repeated calls for employers to measure work ethic and actual outcomes, many of the assessment methods used continue to prioritize broad-based employee characteristics (Locher, A. H., & Teel, K. S., 1988). According to (Rice, 1985), despite their objection, many managers consider features to be important in their ability to assess employee performance (Rice, 1985). Some have argued that feature judgment is preferred because it is in line with how researchers create and store information in memory. (Cantor, N., & Mischel, W., 1977).

As cited by Neal and Griffin (1999), overall job performance is influenced by both the perception of contextual behaviors and the performance of task activities. Tasks differ from one job to another; however, contextual activities are considered common in many occupations (Borman, W. C., & Motowidlo, S. J, 1993). These actions are considered role-specific, although contextual behaviors are rarely explicitly stated as a formal organizational requirement.

A confluence of theoretical and empirical evidence is emerging among researchers from many research traditions to show that, in addition to formal job requirements, additional patterns of behavior are crucial for organizational efficiency (Borman, W. C., & Motowidlo, S. J, 1993). Employees as a result contribute to organizational effectiveness in ways other than their traditional "job" tasks. (Borman, W. C., & Motowidlo, S. J, 1993). Personnel contributions to organizational success frequently outweigh the role-specific activities they undertake, and they either help or hinder the fulfillment of organizational goals. These findings call for more research into the contextual performance concept.

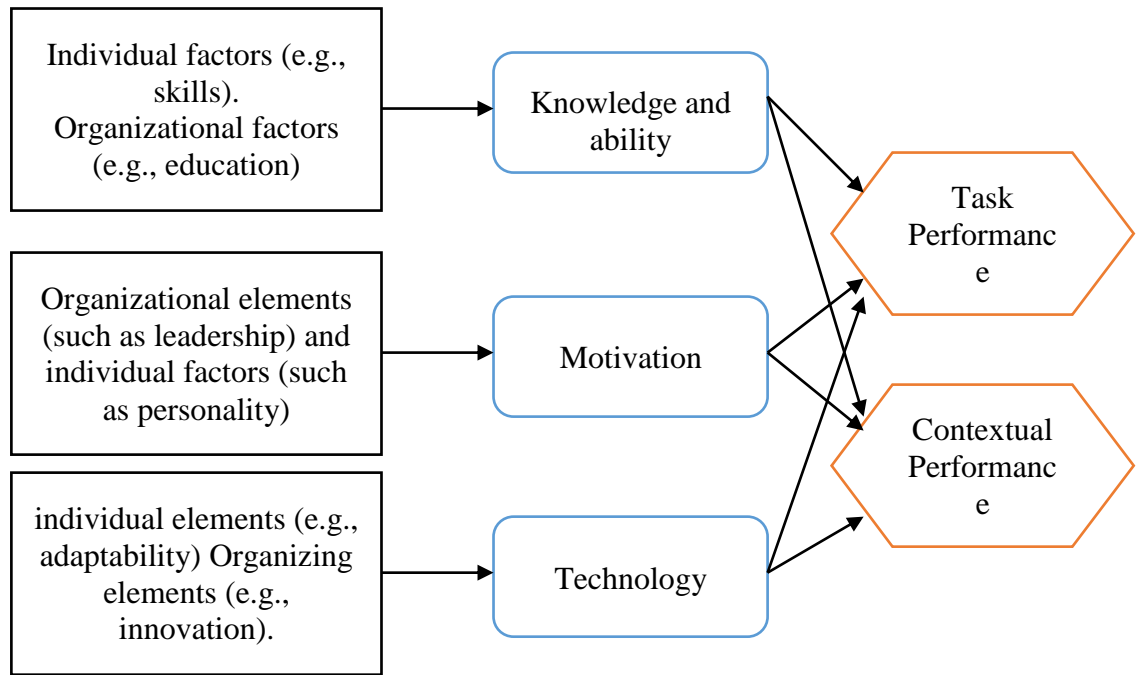


Figure 3 Antecedents, Determinants and Components of Performance. Neal And Griffin (1999, P. 48)

Campbell et al. identified eight different performance-related components. These elements are: written and oral communication task competency, non-job-specific task competence, effort demonstration, maintaining personal discipline, helping coworkers, leadership and supervision, management and administration. Despite the fact that each component's worth fluctuates depending on the work. Campbell et al. claim that personal discipline, effort demonstration, and job-specific task proficiency are likely to be significant factors in all employment. (Campbell, J.P., McCloy, R.A., Oppler, S.H. & Sager, C.E., 1993).

As cited by Peter Hosie & Alan Nankervis (2016), there is a lack of relevant and reliable tools to measure individual performance. This is in part due to the methodology used to analyze individuals, as individual performance measures are usually obtained from questionnaires and focus groups. Critical incident studies, on the other hand, are valuable for distinguishing between behaviorally effective and ineffective individuals and for finding performance-related aspects. Borman and Brush (1993, p. 603) agreed with other major scholars in the field (cf. Murphy, 1990) that the "bandwidth of all work performance measures is large and recommend several and complex predictors to map the criteria space." The data for this meta-

analysis of manager performance came from behaviorally-based critical incidents and work activity statements.

Context awareness, planning, and problem-solving are critical cognitive elements of success in a wide range of challenging jobs, according to research in the fields of aviation psychology and human factors. Situation awareness is the perception, understanding, and anticipation of environmental events.

Methodologies other than supervisor ratings must be utilized to gauge performance on non-observable tasks like situation awareness, planning, and problem-solving. Performance on these components is not readily observable by supervisors. Instead, a range of experimental psychology measurement techniques may be used to gauge performance. For instance, assessments that measure an operator's capacity to predict likely future events, standardized questioning techniques, and experimental changes of the task itself during simulations can all be used to measure situation awareness. (Endlsey, 1995).

B. Work Engagement

The number of studies on work engagement has steadily expanded during the last 20 years. work engagement is a condition of high energy, high motivation, high degrees of dedication, and intense concentration on one's work (Schaufeli, W. B., & Bakker, A. B., 2010). Work engagement is greatly desired in modern public and commercial businesses as it has been linked to high levels of innovation, task performance, corporate citizenship behavior, and client satisfaction ((Bakker, A. B., Demerouti, E., & Sanz-Vergel, A. I. , 2014)).

The most common definition of work engagement is a positive, fulfilling state of mind relating to work that is marked by energy, dedication, and absorption" ((Bakker, A. B., Schaufeli, W. B., Leiter, M. P., & Taris, T. W., 2008). People that are fully immersed in their professional activities show high levels of energy, are excited about their jobs, and are highly motivated. The majority of studies have used a between-person method, demonstrating that working conditions, personal attributes, and behavioral techniques all influence an individual's mean level of work engagement. But studies from the last ten years have demonstrated that people's levels of work engagement can vary over time and in different contexts. For instance,

studies have found that difficult two-hour work episodes are when employees are most engaged. (Bakker, A. B., Demerouti, E., & Sanz-Vergel, A. I. , 2014)

Workers are better able to handle high job demands when they have a wide range of employment resources. Personal resources could also be very significant. Employee perceptions or opinions about their level of perceived influence over their surroundings are referred to as personal resources. According to study, employees who have higher levels of personal resources, such as self-efficacy, optimism, and resilience, are more engaged at work (Mäkikangas, A., Feldt, T., Kinnunen, U., & Mauno, S., 2013).

1. Antecedents of Work Engagement

Nowadays, there is a movement in the workplace from the traditional working style to collaborative teamwork. Additionally, firms must modify their strategy and reengineer their business processes in order to maintain organizational sustainability and performance. Organizations must have workers that can serve as their "good soldiers" in order to accomplish this. In other words, businesses require staff who are prepared to invest emotionally and mentally in their jobs. Vigor, dedication, and absorption are traits of engaged workers (Schaufeli, W. B., Salanova, M., González-Romá, V., & Bakker, A. B, 2002). In other words, they are enthusiastic about their work, willing to put up effort in it, and tenacious in the face of challenges. According to Gallup research, businesses with engaged workforces enjoy greater earnings per share (EPS) and seem to have recovered from the recession at a faster rate (Sorenson, S, 2013).

It was once believed that the financial aspects of a job could give workers the most job satisfaction but research has shown that some workers place a higher value on personal goals, independence, satisfaction, close working relationships, and learning than financial motivation. Positive organizational behavior (POB), which was developed in response to these changes and was based on positive psychology principles, emerged as a result of these changes. In order to increase performance in the modern workplace, POB is defined as "the study and implementation of positively oriented human resource qualities and psychological capacities that can be assessed, developed, and effectively managed". Work engagement is one of the POB constructs and is described as a happy, contented, and work-related psychological

state that has been characterized by vigor, dedication, and absorption. Engaged employees have high levels of energy, are enthusiastic about their work, and often fully immersed in their work (Laschinger, H. K. S., & Leiter, M. P. , 2006).

Workplace engagement is regarded as a potentially significant workforce performance, and there is evidence linking it to performance-based organizational outcomes. Due to the close ties between work engagement and beneficial results, researchers keep looking at ways to increase work engagement. Researchers in organizational behavior have shown that motivated workers are more likely to seek out resources, put in more time at the office, and be more committed to their jobs. Work engagement is also contagious, so motivated people can encourage it among their coworkers. (Saks, A. M, 2006)

However, definitions and measures of engagement, and more especially, the level of work engagement among nurses, are not yet widely understood. To prioritize and implement interventions to improve nurses' performance, patients' outcomes, and other key organizational outcomes in the healthcare sector, more theoretical and practical understanding of factors causing and maintaining nurse engagement is needed (Bakker, A. B., Schaufeli, W. B., Leiter, M. P., & Taris, T. W., 2008).

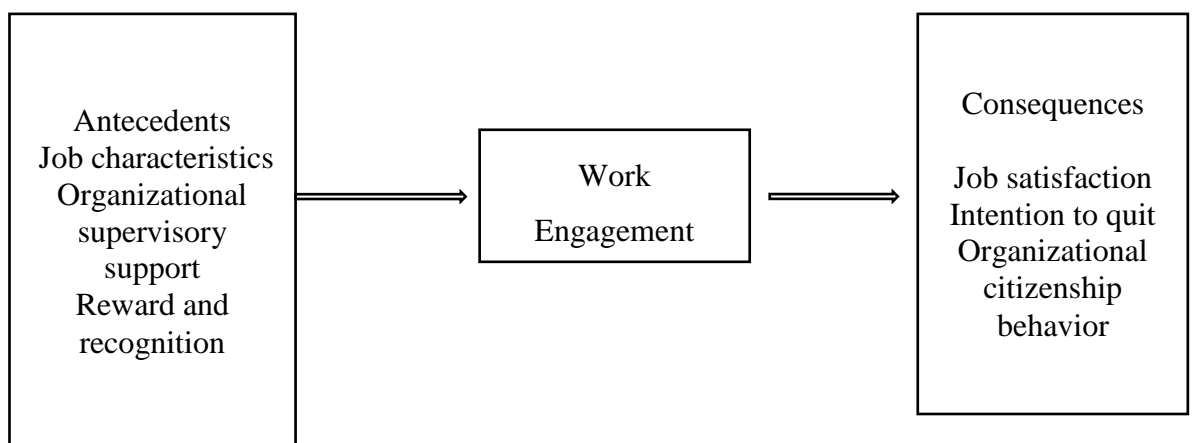


Figure 4: Antecedents of Work Engagement

2. Dimension of Work Engagement

Work engagement is a state of being actively involved in one's work and is marked by vigor, dedication, and absorption ((Schaufeli, W. B., Bakker, A. B., & Salanova, M., 2006)). Work engagement is a distinct, enduring, and pervasive psychological motivating state that goes hand in hand with the behavioral investment

of personal energy (Schaufeli, 2010) . Work engagement is a response to or psychological condition associated with motivating work. The employees' "presenting and absenting themselves during task performances" is directly related to engagement. In other words, it concerns putting one's "self" into the task. (Berkel, C., Mauricio, A. M., Schoenfelder, E., & Sandler, I. N., 2011).

Employees need to be engaged with their work environment in order to be happy at work. Work engagement is a term used to describe a positive and fulfilling mental state that is related to one's work and is characterized by vigor (high levels of energy while working), dedication (sense of meaning, enthusiasm, inspiration, pride, and challenge), and absorption (the person's total focus on their work, which causes time to pass quickly without their awareness). In addition, work engagement is linked to the individual energy that people bring to their jobs. (Schaufeli, W. B., Bakker, A. B., & Salanova, M., 2006)

Vigor: refers to `excessive degrees of strength and intellectual resilience even as working, the willingness to make investments attempt in one`s work, and endurance even withinside the face of difficulties, ` even as willpower is characterized by ` a feel of significance, inspiration, pride, enthusiasm, and challenge. High levels of energy, mental fortitude, and the willingness to persevere and exert effort are all examples of vigor. Additionally, the individual feels more energized when they do their own tasks since they provide results that are counter to what was anticipated. (Schaufeli, 2010)

Dedication: is related to what work represents to individuals and how they feel about it: significance; enthusiasm; inspiration; pride; and challenge. As a result, dedication can be considered of as a constant dimension that doesn't change throughout a workday. (Schaufeli, W. B., Salanova, M., González-Romá, V., & Bakker, A. B., 2002)

Absorption: refers to `being absolutely focused and engrossed in one`s work. Absorption showed some changes. An 8-hour workday made it more difficult for employees to remain absorbed and concentrated while doing their responsibilities at the same level. It is reasonable to assume that the nature of jobs will change throughout time, suggesting varying degrees of absorption.

3. The Relationship between Work Engagement and Contextual Performance

The company must encourage and value employee engagement because it is a two-way street between a company and a worker (Robinson, D., Perryman, S., & Hayday, S., 2004). Employee engagement is a good tendency towards business and its standards. According to Ncube and Jerie (2012), engagement is a psychological state divided into two parts: Attention and Absorption. Attention refers to intellectual preparation and time spent thinking about a role, while absorption refers to being absorbed in a role and indicates the intensity of one's attention to a role. An engaged employee understands their position and the goals of the organization. They are emotionally and intellectually committed to their organization and are aware of their role to meet and exceed the organization's standards while adhering to its ideals. Such employees go above and beyond their duties to satisfy customers and advance the organization (Ncube, F., & Jerie, S., 2009). High levels of commitment lead not only to great individual results, but also to high-level organizational results (Kahn, 1992). Individual engagement contributes to good quality work and experience in performing specific tasks, while organizational engagement leads to high organizational development and productivity. Thus, engaged employees perform effectively and go above and beyond what is required of them to support the organization's success. (Gebauer, J., Lowman, D., & Gordon, J., 2008; Hazrat Bilal, Bahadar Shah, Muhammad Yasir & Abdul Mateen, 2015).

They also demonstrate a higher level of dedication, drive, and optimism toward their job goals (Sarangi, S., & Srivastava, R. K., 2012). Several studies show that having a high degree of engagement reduces turnover intentions, boosts commitment, creates enthusiasm for work, and raises earnings per share (Bhatla, 2011; Fleming, J. H., Coffman, C., & Harter, J. K., 2005).

Contextual performance is seen as an essential component in organizational behavior and psychology and is classified as an extra-role activity or organizational citizenship behavior. Contextual performance refers to employees' voluntary, good job behaviors that go above and beyond defined job or task behaviors (Spector, P. E., & Fox, S., 2002). Contextual performance, according to Avery (1998), is the additional work proficiency that creates the organizational, social, and psychological environment for attaining organizational goals (Avery, G., & Cameron, F., 1998). Contextual performance is a behavior taken by employees to obey the organization's

norms and regulations, go the additional mile, help and cooperate with others, and share knowledge with coworkers in order to solve work-related difficulties (Borman, W. C., & Motowidlo, S. J., 1993). Personal initiative, which is defined as self-starting, a clever attitude to work, and going the additional mile to execute a certain task, are examples of a more proactive approach to contextual performance (Frese, M., Kring, W., Soose, A., & Zempel, J., 1996).

According to Babcock-Roberson and Strickland, there is a connection between employee engagement and contextual performance (2010). They found a strong positive correlation between worker involvement and performance in the context. (Babcock-Roberson, M. E., & Strickland, O. J., 2010). Other research has also established the existence of a favorable and substantial association between staff engagement and contextual performance (Rurkkhum, S., & Bartlett, K. R. , 2012). Similarly, Matamala, Pace, and Thometz (2010) included this beneficial correlation between employee engagement and contextual performance in their investigation into the causes and effects of employee engagement. In light of this, this study makes the following hypothesis: The higher staff engagement, the higher the contextual performance. (Matamala, A. C., Pace, V. L., & Thometz, H., 2010).

C. The Concept of Perceived Organizational Support (POS)

According to organizational support theory, employees' propensity to ascribe human qualities to the company fosters the growth of POS. (Eisenberger, R., Huntington, R., Hutchison, S., & Sowa, D., 1986). Levinson has observed that the actions of organizational representatives are often viewed as indicators of the organization's goal, rather than being attributed solely to the intentions of the individual. According to Levinson, this personification of the organization is supported by the legal, moral, and financial responsibility of the organization for the actions of its representatives, the organizational policies, norms, and culture that provide continuity and prescribe role behavior, and the power that organizational representatives exercise over individual employees (Levinson, 1965). Employees interpret their favorable or unfavorable treatment as an indicator that the organization favors or disfavors them based on the personification of the organization.

Social exchange theorists contend that resources received from others are more valued when they are determined by the giver's discretion as opposed to

external circumstances. Such selfless assistance is praised since it conveys the giver's genuine gratitude and regard for the recipient (Blau, 1964) (Cotterell, N., Eisenberger, R., & Speicher, H., 1992). In this situation, organizational benefits and favorable working conditions, such as pay, promotions, job enrichment, and influence over corporate policy, contribute more to POS if the employee thinks they are the result of voluntary action by the organization rather than the result of external constraints, like union negotiations or governmental health and safety regulations. (Eisenberger, R., Cummings, J., Armeli, S., & Lynch, P., 1997).

Kültigin Akçin et al. explained that the idea of organizational support is taken from the "Social Exchange Theory" (Blau, 1964) and "The Norm of Reciprocity" (Gouldner, 1960), and it assesses a worker's worth, effort, and contribution to the position (Eder, P., & Eisenberger, R., 2008). Perceived organizational support refers to how much employees believe their company values their efforts and is concerned about their well-being. (Eisenberger, R., Huntington, R., Hutchison, S., & Sowa, D., 1986). It is An individual's opinion how much assistance he or she believes a company offers to him or her (Yoshimura, 2003). Strong organizational support motivates workers to work harder for the company's success, and it improves performance by reducing work stress (Rhoades, L. & Eisenberger, R., 2002; Kültigin Akçin, Serhat Erat, Ümit Alniaçık, Aydem B. Çiftçioğlu., 2017).

According to the idea of perceived organizational support, employees give the company a personality by emphasizing contributions to achieve a high level of welfare (POS). The perks and financial connections that employees enjoy in a reciprocal relationship are what they want to keep and defend. According to POS theory, employees' sense of responsibility for the organization's goals and welfare increases when they feel supported by the enterprise. (Park, J. H., Newman, A., Zhang, L., Wu, C., & Hooke, A., 2016).

According to Rhoades and Eisenberger, when employees receive support from their peers in the business, they feel more accountable for their performance (Rhoades, L., & Eisenberger, R., 2002). Employees that have a high level of organizational support exhibit better and superior creativity (Shantz, A., Alfes, K., & Latham, G. P., 2016), higher dedication, and desired performance (Gupta, V., Agarwal, U. A., & Khatri, N., 2016).

1. Factors that Contribute to Perceived Organizational Support

The three categories of perceived favorable treatment by the organization (i.e., fairness, supervisor support, and organizational rewards and conditions of employment) should enhance POS, according to the organizational support theory (Eisenberger, R., Huntington, R., Hutchison, S., & Sowa, D., 1986). The word "perceived" is typically avoided when discussing perceptions of favorable treatment leading to POS in order to minimize redundancy. Few studies have looked at the connection between personality and POS, even though the majority of research has focused on the association between employee views of positive treatment and POS. Some studies think that demographic traits could be a third factor in explaining the relationships between antecedents and POS. (Linda Rhoades and Robert Eisenberger, 2002).



Figure 5 Consequences of POS (Adopted from Rhoades & Eisenberger, 2002)

Fairness: Concerned with the equity of the processes used to distribute resources among employees is procedural justice. (Greenberg, 1990). Shore and Shore claim that (1995), frequent examples of fairness in resource allocation should have a significant cumulative effect on POS by expressing concern for employee welfare (Shore, L. M., & Shore, T. H., 1995). Cropanzano and Greenberg (1997) distinguished between structural and social dimensions of procedural justice. Structural determinants are formal norms and procedures that apply to decisions that affect employees, such as adequate advance notice before decisions are made, receipt of reliable information, and employee participation (i.e., employee involvement in the decision-making process). The quality of interpersonal treatment in the allocation of resources is one of the social components of procedural justice, often referred to as

interactional justice. Employees should be treated with decency and respect, and they should receive information (Cropanzano, R., & Greenberg, J., 1997).

Supervisor Support: Employees develop broad opinions about their organization's value of them in a similar way to how they develop opinions about how much their supervisors value their contributions and are concerned about their well-being. Since supervisors act as the organization's spokespeople and are responsible for directing and evaluating subordinates' performance, employees interpret their supervisor's positive or negative attitude toward them as a sign of the organization's support. (Eisenberger, R., Huntington, R., Hutchison, S., & Sowa, D., 1986). Employees also believe that supervisors routinely share their views about subordinates with top management, which adds to their link of supervisor support with POS. Typically, studies have calculated supervisor support by changing the word organization in the SPOS to the word supervisor. (Kottke, J. L., & Sharafinski, C. E., 1988). Utilizing comparable metrics like leader-member interchange, supervisor support has also been assessed. (Hofmann, D. A., & Morgeson, F. P., 1999) and supervisor consideration (Linda Rhoades and Robert Eisenberger, 2002).

2. Organizational Rewards and Job Conditions

according to Rhoades and Eisenberger, the below six points are the main parts of the organizational rewards and job conditions (Linda Rhoades and Robert Eisenberger, 2002).

a. Recognition, pay, and promotions; which according to organizational support theory, excellent incentive possibilities express a positive value of workers' efforts and hence contribute to POS (Allen, D., Shore, L., & Griffeth, R., 1999).

b. Job security; The assurance that the company intends to continue employing the employee in the future is considered a strong signal for POS, especially in recent years when staff reductions have been the order of the day. (Allen, D., Shore, L., & Griffeth, R., 1999).

c. Autonomy; Autonomy refers to an employee's sense of control over their work environment, including planning, workflow, and task variety. Western society has long placed a great priority on autonomy (Geller, 1982). High autonomy should boost POS by demonstrating the organization's trust in people to make good decisions about how to carry out their duties (Eisenberger, R., Rhoades, L., &

Cameron, J., 1999).

d. Role stressors; Environmental pressures with which people believe they are unable to deal are referred to as stressors (Lazarus, R. S., & Folkman, S., 1984). Employees should ascribe work-related stressors to organizationally controllable elements rather than issues with the work itself or demands placed on the organization in order for stress to reduce. Role ambiguity, which is when one's tasks are not clearly defined, work overload, which is when demands exceed what an employee can reasonably do in a given period of time, and role conflict, which is when tasks are incompatible, were all looked at as potential causes of declining POS.

e. Training; Job training, according to Wayne et al, is a discretionary strategy that communicates an interest in the employee, leading to enhanced POS. (Wayne, S. J., Shore, L. M., & Liden., R. C., 1997).

f. Organization size: According to Dekker and Barling (1995), individuals feel less valued in large organizations because highly structured policies and processes can reduce flexibility in dealing with employees' individual needs. Even if large organizations, like small ones, can treat groups of employees benevolently, the flexibility in meeting the needs of individual employees, limited by formal norms, can reduce POS. Although firm size is a general firm characteristic rather than a workplace characteristic, this category is closely related to workplace characteristics.



Figure 6 Organizational Rewards and Job Condition Factors (Adopted from Rhoades & Eisenberger, 2002)

3. The Implications of Perceived Organizational Support

According to Rhoades and Eisenberger's research, the introduction of POS into organizations has numerous effects. Organizational commitment, job-related affect, job engagement, performance, strain, desire to stay, and disengagement are these sentences.

In terms of organizational commitment and based on the principle of reciprocity, POS should convey a sense of devotion to concern for the organization's success. The emotional attachment of employees to the personified organization should be strengthened by the need to exchange caring for caring (Foa, E. B., & Foa, U. G., 1980). Affective engagement should be increased by satisfying socioemotional needs such as affiliation and emotional support (Armeli, S., Eisenberger, R., Fasolo, P., & Lynch, P., 1998). This type of need satisfaction promotes a strong sense of belonging to the organization by incorporating employees' affiliation and role status into their social identity. As a result, POS should help workers feel more meaningful and significant. In addition, Shore and Tetrick suggest that POS could reduce the sense of enmeshment (i.e., continuous engagement) that occurs when employees are forced to stay with an organization because of the high cost of leaving (Linda Rhoades and Robert Eisenberger, 2002; Shore, L. M., & Tetrick, L. E., 1991).

It has been suggested that POS has an impact on employees' general affective responses to their employment, such as job satisfaction and good mood. Job satisfaction is the overall affective attitudes that employees have toward their jobs. (Witt, 1991). By addressing socio-emotional demands, raising expectations for performance and reward, and communicating the availability of support when needed, POS should contribute to overall job satisfaction. Because it is a generic emotional state without reference to a particular thing, having a good mood conceptually differs from being satisfied with one's employment (George L. K., 1989). It has been suggested that the mood is the aspect of affectivity that is impacted by the surroundings (George, J. M., & Brief, A. P., 1992). POS may raise employees' sense of importance and competence, which will lift their mood. (Eisenberger, R., Armeli, S., Rexwinkel, B., Lynch, P. D., & Rhoades, L., 2001; George, J. M., & Brief, A. P., 1992).

Professional commitment is defined as identification with and interest in the

particular task that one is executing. (Cropanzano, R., Howes, J. C., Grandey, A. A., & Toth, P., 1997; O'Driscoll, M. P., & Randall, D. M., 1999). Perceived competence has been found to be related to interest in the task. POS can improve employees' engagement in their work by increasing their perceived competence. (Linda Rhoades and Robert Eisenberger, 2002).

As for job performance, POS should enhance ordinary job performance, as well as actions that benefit the organization and go far beyond assigned tasks. Such additional role activities, according to George and Brief, include supporting colleagues, taking precautions to keep the business safe, offering helpful suggestions, sharing positive ideas, and acquiring knowledge and skills that the business can use. They divided additional role behaviors into two categories: those intended to support coworkers, and those intended to support the business. (George, J. M., & Brief, A. P., 1992). These distinctions are, of course, relative, as assisting people frequently benefits the organization as well (Linda Rhoades and Robert Eisenberger, 2002).

About strains, by expressing the availability of material aid and emotional support when faced with high demands at work, POS is predicted to lessen adverse psychological and psychosomatic reactions to stresses (George, J. M., Reed, T. F., Ballard, K. A., Colin, J., & Fielding, J., 1993). In a later section on POS's role in addressing socioemotional demands, such buffering effects of POS on stressor-strain interactions are described. Some researchers have claimed that POS has a major influence rather than a buffering effect on stresses such as tiredness, burnout, anxiety, and headaches. It is possible that POS might reduce employees' overall stress levels when they are exposed to stressors at both high and low levels (Viswesvaran, C., Sanchez, J. I., & Fisher, J., 1999).

Witt and colleagues examined about a desire to stay and explored the correlation between POS and workers' willingness to stay in the organization (Witt, L. A., & Nye, L. G., 1992). This research made use of a measure developed by Hrebiniak and Alutto (1972) to assess employees' willingness to leave a company when offered a slightly higher salary, more career flexibility, higher rank, or nicer colleagues. The desire to stay should be separated from the unpleasant feeling of being stuck in a company because the cost of leaving is high (Hrebiniak, L. G., & Alutto, J. A., 1972; Linda Rhoades and Robert Eisenberger, 2002).

Withdrawal behavior refers to the reduced active engagement of employees in

the organization. The relationship between POS and intention to leave (i.e., turnover intention) has been studied as well as actual withdrawal behavior, e.g., tardiness, absenteeism, and turnover that is voluntary. Employees have opportunities to reciprocate POS in front of the public when they maintain organizational connection, exhibit exemplary attendance, and arrive on time. POS may help strengthen employees' emotional ties to the company and discourage quitting. (Linda Rhoades and Robert Eisenberger, 2002).

Consequences of Perceived Organizational Support	Organizational Commitment
	Job-Related Affect
	Job Involvement
	Withdrawal Behavior
	Desire to Remain
	Strains
	Performance

Figure 7 Consequences of POS (Adopted from Rhoades & Eisenberger 2002)

4. Dimension and measures of Perceived Organizational Support

A principal components analysis (PCA) of individual responses to the original 36 items combined across nine organizations (n = 361) in the original scale development study of SPOS conducted by Eisenberger et al. (1986) revealed a single factor accounting for 48.3 percent of the total variance, with interitem reliability (Cronbach's alpha) of 0.97. Eisenberger et al. (1986) added a second analysis that used the top 17 SPOS products by a structural coefficient. A factor analysis was performed on the decreased number of SPOS components. While the criterion for determining the number of factors was not disclosed, the dominating factor for the 17 SPOS components amounted to 50% of the total variation (Jody A. Worley, Dale R. Fuqua, Chan M. Hellman, 2009).

Second, the interpretation of Eisenberger's dimensionality finding is muddled further since the criterion utilized to decide the number of components to retain was not disclosed. Nonetheless, Eisenberger et al. (1986) performed a second-factor analysis using varimax rotation, Kaiser normalization, and a two-factor solution and

found that all 36 items loaded higher on the initial single factor than on the probable second factor. Furthermore, the smallest loading on this single component was greater than the maximum loading on the feasible second factor (Eisenberger, R., Huntington, R., Hutchison, S., & Sowa, D., 1986; Jody A. Worley, Dale R. Fuqua, Chan M. Hellman, 2009).

Several studies have used confirmatory factor analysis (CFA) with maximum likelihood estimation to compare nested covariance models for the total variance explained and overall model fit while investigating the dimensionality of SPOS (Eisenberger, R., Armeli, S., Rexwinkel, B., Lynch, P. D., & Rhoades, L., 2001; Eisenberger, R., Cummings, J., Armeli, S., & Lynch, P., 1997; Hutchison, 1997; Rhoades, L., & Eisenberger, R., 2002). All of the studies that utilized a CFA to establish the underlying structure of the SPOS employed a smaller number of POS items, likely because it was assumed that the initial set of 36 POS items comprised a unidimensional scale. Shore and Tetrick carried out the sole CFA research that used the 17 items proposed by Eisenberger et al. (1986) as a shortened form of the SPOS measure (Shore, L.M., & Tetrick, L.E. , 1991).

In her research, Sarah Kay Nielsen hypothesized a 360-model of POS in which contributions of supervisor support (PSS), coworker support (PCS), and direct report support (DRS) would better predict POS than anyone support variable alone. The scientists also predicted that POS would predict in-role performance, extra-role performance, and CWB over time. The author collected self-report questionnaires from employees and managers at a community college, a non-profit counseling organization, and a correctional institution at two different times in time, with at least a one-month gap between administrations. The findings show that PSS, PCS, and DRS are all positively associated with POS, but PSS is the sole meaningful predictor of POS. These findings add to the current understanding of the causes and effects of POS. The current data reveal that PSS is the most critical component influencing an employee's POS, stifling the impacts of all other individual support variables. Previous research has repeatedly revealed the substantial existence of a relationship between POS, performance, and withdrawal behaviors, but it has not addressed the significant relation between POS and active deviant behaviors like CWB. The findings contribute to the literature by indicating that POS is not only a significant predictor of good work behavior, but it is also a powerful predictor of

employees' active negative work behaviors (Nielsen, 2006).

Ladd and Henry's used nine-item survey were given to all participants to assess perceived colleague support. Employees were asked to rate their degree of agreement on a five-point scale ranging from 1 (strongly disagree) to 5 (strongly agree) (strongly agree). "My employees are supportive of my aims and ideals," for example, is a sample item from this poll (Ladd, D., & Henry, R. A., 2000).

A nine-item modified version of the Survey of Perceived Organizational Support (Eisenberger et al., 1990) is also used to assess perceived direct report support. Each item's objective was altered such that the referent was direct reporting rather than the organization. " My direct reports support my goals and values," (Eisenberger, R., Fasolo, P., & Davis-LaMastro, V. , 1990).

Malikeh Beheshtifar et al, study the investigation of perceived organizational support on employees' positive attitudes toward work. Their study aims to discover the relationship between perceived organizational support and employees' good work attitudes at Iran's Islamic Azad University in Kerman. The statistical population of the research includes all 364 employees at this university, and the sample population is found to be 188. Two questionnaires were utilized to collect data: perceived organizational support and workers' work positive attitudes, with validity scores of 0.85 and 0.98 and reliability scores of 0.95 and 0.82, respectively. They used four dimensions to measure the POS are supervisor support, organizational rewards, equity, and working conditions. The results show that there is a significant relationship between perceived organizational support (in all of its dimensions: supervisor support, justice, organizational rewards, and working circumstances) and workers' favorable opinions toward their jobs. Employees' attitudes, motivation, performance, and health are all influenced by their view of the company environment. Perceived organizational support is critical in changing individuals' attitudes in the workplace (Beheshtifar. Malikeh, Ali-Nezhad. Hasan, and Nekoie-Moghadam. Mahmood, 2012).

The research by Self, Holt, and Schaninger (2005) was the only study in the two decades since the establishment of the POS survey to report the use of main axis factor (PAF) analysis utilizing oblique rotation to examine the factor structure of the POS questions (Self, D.R., Holt, D.T., & Schaninger, W.S., 2005). In their study, Self et al. (2005) used 16 of the original 36 POS items. In addition to the POS items,

Self et al. (2005) created 'work group support' items by replacing the word 'organization' in each item with 'work group.' The researchers kept factors with eigenvalues larger than 1.0 after subjecting the combined group of items from both measures to the PAF analysis employing an oblique rotation, which was consistent with their interpretation of the observed scree plot. Furthermore, none of the cross-loadings exceeded 0.25 on the undesired factor. Self et al. (2005) also used simultaneous estimate approaches for the variance-covariance matrices in a follow-up CFA to analyze the underlying structure of the two 16-item measures. They specifically examined the overall fit of a single-factor vs a two-factor latent model to the 32-item answers (i.e., data). Several authors found that fit indices for the two-factor model matched the standard threshold for satisfactory model fit (Self, D.R., Holt, D.T., & Schaninger, W.S., 2005).

The SPOS was created as a means of better understanding organizational commitment processes and various facets of commitment, such as absenteeism and turnover. The initial main components analysis revealed that the 36-item measure reflects a unidimensional POS concept. Several following researches used a smaller number of items to investigate the factor structure of the SPOS. However, no work has attempted to use principal axis factor analysis with oblique rotation to investigate the underlying factor structure of the entire SPOS (containing all 36 original components). This method would allow the linear combinations of items and consequent factors to be linked, increasing the possibility of uncovering the two theoretically separate components of POS first proposed by Eisenberger et al. (1986) (Jody A. Worley, Dale R. Fuqua, Chan M. Hellman, 2009).

D. The Concept of Leadership and Transformational leadership

The demands placed on executives in today's businesses are changing as a result of globalized marketplaces. The expansion of the global business environment, according to Kock and Slabbert (2003), drives businesses to become world-class organizations. They claim that obtaining high levels of top-tier effectiveness and efficiency can be greatly influenced by a company's management. The fact that today's competition is increasingly global increases the pressure on businesses to select great leaders who can create a global vision for their organizations. For nations to continue to compete, local strategies must be in line with global economic

integration (Kock, 2003; Mostafa Sayyadi Ghasabeh, Claudine Soosay, Carmen Reaiche, 2018).

Much research has been conducted on the organizational and managerial factors that influence corporate competitiveness. Leadership is one such essential aspect that is a strategic necessity for corporate success in global marketplaces. This research examines the importance of leadership and transformational leadership in business and argues for the necessity to research transformational leadership as an optimal leadership style for allowing enterprises to achieve long-term competitiveness in global marketplaces.

1. Leadership

Due to numerous organizational and environmental changes, the concept of leadership has evolved (Alonderiene, R., & Majauskaite, M. , 2016). Numerous studies have been done to examine the effect of leadership on organizational performance and the ways in which various leadership philosophies affect elements of an organization such culture, employee effectiveness, satisfaction, performance, retention, and motivation. (Dinibutun, 2020). "Leadership is one of the most observed and least understood phenomena on the globe," said Burns after researching the origins of leadership. There is no one definition of leadership that encompasses all of its qualities. Although there are some subtle differences between the current definitions of leadership, it should be noted that these definitions offer distinctive viewpoints on leadership that might be used to define the term. (Burns J. , 1978). In the literature that has been analyzed, leadership is defined as impactful interactions with groups of followers to implement changes and achieve predetermined goals. (Rost, 1991; Bess, JL & Goldman., 2001; Zaccaro, SJ, Rittman, AL & Marks, MA, 2001; Kan, MM & Parry, KW., 2004; Osborn, RN, Hunt, JG & Jauch, LR., 2002). Most leadership studies, according to Yukl's (1989) study, imply that leadership is a major determinant of organizational performance. The individual, group, and organizational performance may all be greatly influenced by leaders (Ilies, R., Nahrgang, J.D., & Morgeson F.P., 2007). As a result, this leadership philosophy generates change through pursuing goals through process-oriented and relationship-oriented strategies. Various leadership theories have been published to date in an attempt to convey the concept of leadership, which can be named Trait Theory, Behavioral Theory, Situational Theory, and Transformational Leadership Theory.

2. Transformational Leadership

Establishing the right leadership traits is becoming more and more important to businesses in order to handle fierce competition and control a chaotic and uncertain environment. According to studies, the transformational leadership style is particularly good at boosting organizational performance in a turbulent environment and achieving competitiveness, both of which are beneficial for businesses. (Nemanich, L., & Keller, R., 2007) first introduced the idea of transforming leadership in his descriptive study on political leaders, but it is now also applied in organizational psychology. The process of "leaders and followers helping each other evolve to a greater degree of morale and motivation" is what Burns refers to as "transforming leadership." Burns talked about the challenges in separating management from leadership, asserting that the distinctions are founded on traits and deeds. "Transactional leadership" and "transforming leadership," two ideas he created. According to Burns, the transformational method significantly alters both the lives of people and institutions. It modifies the expectations and goals of employees as well as their attitudes and beliefs. As opposed to the transactional model, it is built on the leader's personality, traits, and ability to impact change by personal example, the expression of an energizing vision, and the setting of difficult goals. In the sense that they serve as moral examples and labor for the benefit of the group, organization, and/or community, transforming leaders are idealized. Burns contends that the leadership philosophies of transformational and transactional are irreconcilable. Transformational leaders may strive to change the current culture, whereas transactional leaders frequently do not fight for organizational cultural change and instead function within the current culture (Burns J. , 1978). To develop organizational inventive capability, transformational leaders empower people by giving them enough liberty to choose how to complete job tasks, promote organizational learning, and encourage employees to use all available resources to improve creativity (Aragon-Correa, J. A., Garcia-Morales, V. J., & Cordon-Pozo, E., 2007; Gumusluoglu, L., & Ilsev, A., 2009).

Organizations today place a high value on activities that use people's expertise to develop organizational knowledge. As a result, they develop a knowledge management system in which knowledge infrastructure helps in the implementation of the knowledge management process. As a result, this approach

converts organizational resources into capabilities that are distinct to the organization.

Transformational leaders are those who have a positive outlook on the future of their organizations, prioritize boosting employees' self-confidence by helping them reach their potential, share with staff an achievable mission and vision for the company, and work together with staff to identify and address needs. (Peterson, S. J., Walumbwa, F. O., Byron, K., & Myrowitz, J., 2008). Bass identified four behaviors of this style based on their unconditional support for their employees, namely idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration, and highlighted the influence of these behaviors over achieving employees' higher-order needs (Bass, 1985).

Idealized influence conduct fosters employees' respect and faith in leaders, motivates leaders to explain to employees the need of balancing risk and decision-making, and, most critically, connects leaders' actions with an ethical philosophy. Inspirational motivation helps executives to establish a vision and mission for the organization's future and to inspire people to achieve the organization's goals. Scholars define charismatic leadership as a combination of idealized influence and inspiring drive.

Leaders are directed by intellectual stimulation to challenge workers' methods of doing everyday activities and to examine the methods they pick to develop answers. Finally, customized consideration behavior demonstrates leaders' mentor role of paying attention to accomplishing workers' requirements and resolving employees' problems (Bass, 1985).

Transformational leaders focus on developing a knowledge-supportive culture in addition to applying human resource management and organizational learning methods. There are two types of knowledge: explicit knowledge, which is transferable, simple to manage, documentable, and storable; and tacit knowledge, which is specific, valuable, underutilized, unarticulated, and resides in employees' heads. Different knowledge kinds are transformed into information that is valuable, particular, and not transferrable to other businesses to create organizational knowledge. (John Kissi, Andrew Dainty, Martin Tuuli, 2013).

As cited by Mustafa Uğur Özcan (2021) the transformational leadership approach is founded on the premise that the leader contributes some distinct practices to businesses in addition to normal operations. It is impossible to predict how the leader would act in different situations. Leaders must give a new vision in their war against the outside world, especially as technology advances and globalization accelerates (ÖZCAN, 2021).

Bennis and Nanus (1985) make an effort to pinpoint common approaches for managers who have shown transformational leadership traits. They examined the significant occurrences that shaped the leadership behaviors of 90 leaders in their study, as well as their career milestones, strengths, and flaws. They identified four comparable traits in leaders who have shown transformative leadership as a consequence of this poll. (BENNIS, W. and NANUS, B. , 1985).

The first of these outcomes is a persuasive, attractive, realistic, and clear vision of transformational leaders' companies' future position. As a result of believing in the idea and working more efficiently, followers become stronger. The second and most frequent ability shared by transformative leaders is that they are social makers in their organizations. Transformational leaders take an active role in building organizational principles and standards that are chosen and followed. Third, transformational leaders symbolize trust in the company by establishing and sticking to their own positions. Being predictable and dependable in all situations provides a healthy identity for the entire business (ÖZCAN, 2021).

Finally, transformative leaders are aware of their own personal strengths and weaknesses. They are expressing their creativity with self-assurance, making it simpler to attain goals by focusing on their strengths rather than complaining about their weaknesses.

3. Dimension of Transformational Leadership

There are five components to transformative leadership. The elements include inspiration, intellectual stimulation, individual mentoring, idealized impact (attribution), and idealized impact (behavior). (Greiman., 2009) In the Idealized Behavior dimension, the leader involves his subordinates in the dangers. Both the leader and the following share the same moral principles and beliefs. The importance of pursuing a comparable objective is highlighted by the fact that people with high

means on this dimension are viewed as role models with high ethical standards (AVOLIO B. J. and BASS Bernard M., 2009) which is cited by (ÖZCAN, 2021). In the dimension of being an inspiration, the leader is a source of motivation for her or his followers. The leader inspires her or his followers to embrace the ideals that comprise the organization's goal. They build confidence in their followers and urge them to be self-confident by speaking enthusiastically about their aspirations. Individuals with a high average of this dimension have the capacity to talk successfully in generating a binding, powerful, accurate, and intelligible vision (JANDAGHI G., MATIN H. and FARJAMI, A. , 2009).

By Bass, B. M., perspective, he defines transformational leadership as having four dimensions: charisma or idealized influence, inspiring motivation, intellectual stimulation, and customized concern (Bass, B. M., 1998). The level to which a leader's followers strive to identify with and emulate him or she is referred to as idealized influence. The capacity of a leader to encourage and inspire his or her people by presenting a clear vision for the future is referred to as inspirational motivation. Intellectual stimulation highlights the leader's capacity to help followers maximize their potential. Finally, customized consideration refers to a leader's sensitivity to the requirements of his or her followers in terms of success, growth, and support. We explain how hope, optimism, and resiliency should serve as prerequisites for transformational leadership and each of its four characteristics further below (Peterson, S. J., Walumbwa, F. O., Byron, K., & Myrowitz, J., 2008). The full range of leadership introduces four elements of transformational leadership.

a. Individualized Consideration - the degree to which the leader attends to each follower's needs, acts as the follower's mentor or coach, and pays attention to the follower's concerns and needs. The leader demonstrates compassion and encouragement, upholds open lines of communication, and challenges the following. This calls for deference and appreciation for the particular value that each follower can bring to the group. The followers are sincerely motivated to achieve their goals and have a strong desire to improve themselves.

b. Intellectual Stimulation - the extent to which the leader challenges beliefs, takes chances, and gets input from the group. Leaders with this personality style encourage and support the creativity of their followers. They encourage and develop independent thinkers. Such a leader values learning, and unforeseen events

are seen as opportunities to learn. The followers research, ponder, and come up with better ways to carry out their duties.

c. Inspirational Motivation - The amount to which the leader communicates to followers a compelling and inspiring vision. High expectations are created for their followers, future goals are optimistically discussed, and the current task is given significance by leaders with motivating drive. Followers need a clear sense of purpose if they are to be motivated to take action. A group's goal and meaning give it energy. The visionary capabilities of leadership are aided by communication skills that make the vision precise, strong, and compelling. Because they are optimistic about the future and believe in their abilities, followers are more eager to put more effort into their responsibilities.

d. Idealized Influence - Demonstrates admirable moral conduct, inspires pride, and gains people's respect and trust. As a growth tool, transformational leadership has already permeated all spheres of Western societies, including governmental organizations. (Bass, ed. by Bruce J. Avolio & Bernard M., 2002).

E. Research Conceptual Model

Designing and presenting a thesis conceptual model necessitates knowledge of how to design the shape and relationships of variables and components in the form of a schematic model. The research uses conceptual modeling to approach its actual framework. This modeling serves as the foundation for theoretical and statistical research, as well as future analysis. Although the reference article can be a good starting point for developing a full-fledged model, the relationships between research variables are frequently illustrated in the conceptual model section; it is possible that the research topic has different aspects and characteristics than the selected base articles, necessitating changes in the initial modeling of the research.

In reality, the way the conceptual model of the study is developed, as well as the structural form of the research model, is largely determined by the types of interactions and effects that we have explored from one variable to the next.

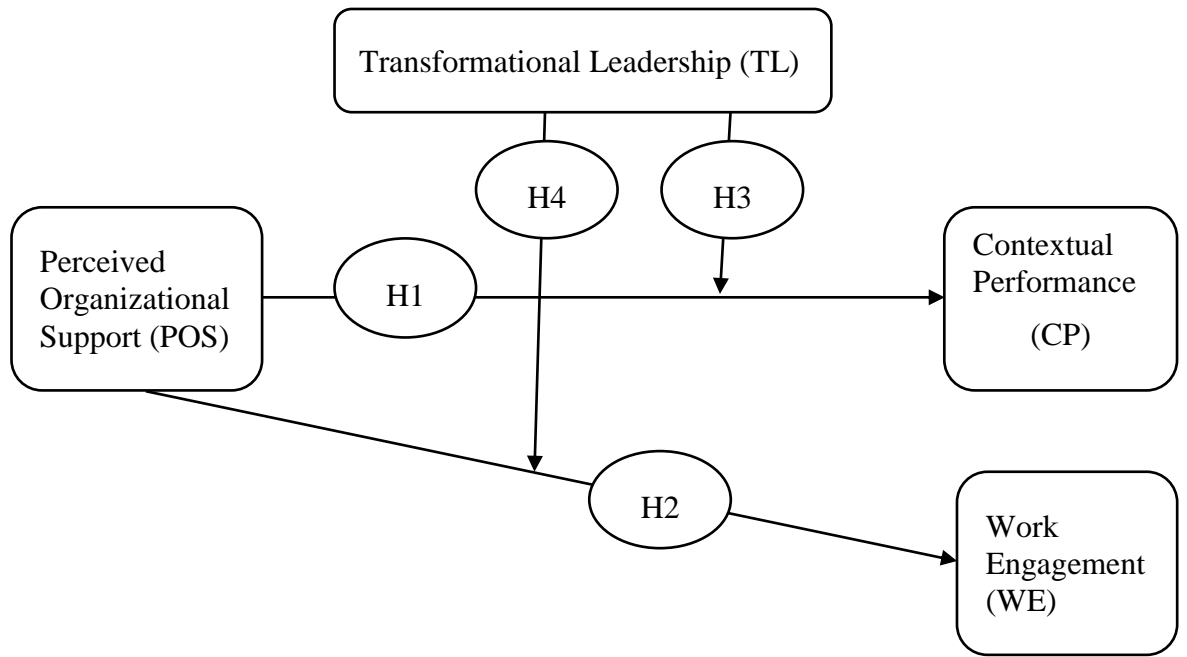


Figure 8 The Conceptual Model of the Research

III. RESEARCH METHODOLOGY

In creating the theoretical foundation for this research, the literature reviews presented in chapter two were helpful in choosing the methodology. This chapter explains the structure and methodology of the research in order to organize the data collection, analysis, summary, and conclusions in the following chapters. This section describes the methods and tools for this research, including the research design, population study, sampling design, data collection, and analysis techniques.

A. Designing Research

The three basic types of analysis used in social sciences and economics research are qualitative, quantitative, and mixed. A scientific method for learning more about people and the humanities and understanding how people perceive the world is qualitative research. On the other hand, quantitative analysis is a form of analysis that generates numerical data and persuasive evidence using mathematical techniques and statistical analysis. Only within a different time period than that of the longitudinal study can data be collected for a cross-sectional survey, therefore that is what the researcher did. In this study, a self-administered questionnaire was utilized to collect data using both quantitative and logical methods to determine the link between variables. The quantitative technique was used to clearly explain statistical tests like reliability and demographics because explanatory research is required to illustrate the link between variables. (creswell, 2003).

By describing the relationship between the variables, the quantitative research approach enables us to test the objective theories. The quantitative research approach is used to prepare the relevant study. The relationships between the factors were taken into account when combining the four different scale questions. Online questionnaires were employed to acquire numerical data. Data collection using a solitary technique. A cross-sectional approach was chosen because of the characteristics of the research scales and the study's hypotheses. Employees in Turkey's service industry responded to the questionnaires; this includes job

engagement, transformational leadership, perceived organizational support, and contextual performance as independent, dependent, and moderating variables. After gathering the data, it was analyzed using the SPSS program, and the results were shown in the relevant tables. By employing online questionnaires, the researchers can obtain the scales' numerical results.

B. Types and Source of Data

Both primary and secondary data were used for this study. The primary and most important source of data collection was the preparation and distribution of questionnaires to service sector employees in Turkey. The analysis of related literature, especially journals, research articles, and websites, was used as a secondary means to investigate the data collection methods.

In this paper, the researcher used the questionnaire method to collect primary data. A sample of 385 Turkish workers in the service industry provided the data. However, it is exceedingly challenging to estimate the total number of employees in the service industry. Online questionnaires were employed in the study to collect the data. Employees who worked for various Turkish service sector businesses are therefore included in the sample.

C. Sample Size of Thesis

The sample of this study includes employees of the service sector in Turkey, Turkey. 384 employees participated in the survey of this research, which was distributed as a questionnaire in different organizations of the service sector in Turkey.

The participants of the study were chosen by random sampling from among the workers in the service industry. The sampling is important because it is assumed that civil servants or experts have more comprehensive knowledge than other people who are directly involved in the subject. Sample size refers to the number of respondents needed to obtain reliable and accurate results for a particular survey. The larger the sample, the more accurate the results appear to be. The sample size for participation in the study is as follows

Table 2: Frequency of Socio-Demographic

Variable		Number	Percentage
Gender	Male	228	59.4
	Female	156	40.6
	Total	384	100.0
Age	18-25	165	43.0
	26-35	205	53.4
	36-45	14	3.6
	Total	384	100.0
	Education	Bachelor	172
	Master	205	53.4
	PhD	7	1.8
	Total	384	100.0
Work Experiences in Service Sector	0-1 year	53	13.8
	2-5 years	274	71.4
	6-10 years	43	11.2
	+11 years	14	3.6
	Total	384	100.0
Work experience in current Company	0-1 year	226	58.9
	2-5 years	140	36.5
	+6 years	18	4.7
	Total	384	100.0

D. Questionnaire Design

As mentioned earlier, the questionnaire approach for primary data collection was chosen for this study. Furthermore, it is not easy for the researcher to model and create a questionnaire in order to implement it successfully. Conducting a study for research is one of the most challenging and interesting activities. The questionnaire is, in fact, an identity-based assessment tool, even though it has been structured by the researcher to collect data from respondents in order to assess their behavior and to respond to the research objectives established in the previous study. The questionnaire is used to capture the perceptions and views of the respondents, as well as to classify, compare, or represent the beliefs, feelings, desires, and actions of the person and the community. (Bell, E., & Bryman, A., 2007).

The questionnaire was divided into two parts to allow for quick comprehension and learning. The first part of the questionnaire dealt with the

demographic characteristics of the respondent and some general questions about the data.

The second part of the questionnaire asked the respondent about the effects and relationships of the variables. The goal was to record the respondent's perceptions of how perceived organizational support affected context-specific performance and job engagement, as well as the mediating impact of transformational leadership. To this end, field research will be conducted. Data will be collected through an online survey from a random sample of service sector employees. 384 valid responses are collected at the end of the process. The four scales are as follow:

The perceived organizational support has been developed by Eisenberger in 1986 (Rhoades and Eisenberger, 2002) The questionnaire contains 8 items for this scale and this scale was translated in to Turkish by Dolma, in 2017 (DOLMA, 2017). This research has been made on psychometric study of the Turkish survey of perceived organizational support (SPOS).

Contextual performance scale has been developed by Van Dyne (ARYEE, S., SUN, L. Y., & ZHOU, Q. , 2009). This scale consists 8 items that were used in this research in service sector in Turkey. The contextual performance scale translated in to Turkish by Yildiz & Kavak in 2017. This research has made on the regulatory role of compassion in the influence of the personality trait of responsibility on task and contextual performance (Yildiz, 2017) and Work engagement scale has been developed by Schaufeli, Martinez et al (Gusy, 2019). This scale includes 17 items which contains all three dimensions of work engagement vigor, dedication and absorption. The work engagement translated in to Turkish by Capri (Çapri, 2017). The research has made on adaptation to Turkish, validity and reliability studies and role work engagement among the academic procrastination and academic responsibility.

The leadership scaled has been developed by Bass (Booth-Butterfield, 1991) and consist of 10 items in total. The scale was translated in to Turkish by (Mutlucan, 2017). This research has been made to develop a transformational leadership scale for the Turkish organizational setting. Transformational leadership has four dimensions (Peterson, S.

J., Walumbwa, F. O., Byron, K., & Myrowitz, J., 2008). These dimensions are Idealized impact (attributed and behavior), Inspiration, intellectual Stimulation and Idealized care. The total of 10 questions are belongs to these four dimensions. The scales used in the research is a 5-point Likert type scale (1= strongly disagree; 5= strongly agree).

IV. FINDINGS OF THE RESEARCH

This chapter will concentrate on the analysis of data gathered from the corporation via a questionnaire. At the beginning of the chapter, the demographic information of the respondents is generated by SPSS 22 and for further sections of the chapter, The proposed hypotheses are evaluated for support using the descriptive and inferential statistics. In the study, reliability tests and confirmatory factor analyses were conducted for normal distributions before testing the hypothesis about the independent variable's effect on the dependent variable, and then correlation and regression analyses were conducted to ascertain the relationship between the variables. First, the study's descriptive statistics were tested based on the demographic data of the respondents, and finally, at the end of the chapter, the moderation analyzes were conducted on the model 1 provided. This moderation analysis is a type of regression analysis that explains the effects of the independent variable on the dependent variable under the influence of a moderator, transformational leadership, a third variable.

A. Regularity of sociodemographic information

A study was conducted on employees in the service sector in Turkey. 59.4 percent of the respondents were males while females made up 40.6 percent of the entire population. It was found that 43 percent of the respondents were aged between 18-25 years old. 53.4 percent of the respondents were aged between 26-35 years old which occupies the majority of the population. 3.6 percent were people aged 36- 45 years old. The education bachelor's degree was 44.8 percent of the population while respondents with a Master's degree were 53.4 percent of the sample size. 1.8 percent of the respondents were Ph.D. holders. Regarding the work Experiences in Service Sector, the participants who have 2-5 years of work experience in Service sectors allocated the largest frequency (71.4 percent of the sample size). 13.8 percent of participants had less than a year of job experience. 11.2 percent of individuals had between six and ten years' worth of job experience, while 3.6 percent had more than

eleven. Finally, findings about job experience at the current business reveal that 58.9% of participants had less than a year of experience there. All of the responses were based on a total population of 384 respondents who gave data for the study; 36.5% have 2 to 5 years of work experience, and 4.8% have more than 6 years.

Table 3: Frequency of Socio-Demographic

Variable		Number	Percentage
Gender	Male	228	59.4
	Female	156	40.6
	Total	384	100.0
Age	18-25	165	43.0
	26-35	205	53.4
	36-45	14	3.6
	Total	384	100.0
Education	Bachelor	172	44.8
	Master	205	53.4
	PhD	7	1.8
	Total	384	100.0
Work Experiences in Service Sector	0-1 year	53	13.8
	2-5 years	274	71.4
	6-10 years	43	11.2
	+11 years	14	3.6
	Total	384	100.0
Work experience in current Company	0-1 year	226	58.9
	2-5 years	140	36.5
	+6 years	18	4.7
	Total	384	100.0

B. Scales factor and reliability analysis

To establish the factor composition of the scales employed in the study, a confirmatory factor analysis and reliability tests were first carried out. Perceived Organizational Support (POS), Contextual Performance (CP), Work Engagement (16 questions in the study), and Transformational Leadership (10) are among the scales on which the variables are composed. Before moving on to test the hypotheses, the study determined that it was important to determine the validity and reliability of the scales. It is important to evaluate the Kaiser Meyer-Okin (KMO) sampling measure and the Cronbach's alpha constructs for the validity of the scales used in this study. The findings demonstrate that the KMO value scales are at least 0.827, that the KMO value is greater than the KMO value accepted in statistics (the suggested KMO value

of at least.600), and that the Bartlett's test of sphericity of each scale is significant based on the study (p-value =.000). Table 4 below provides the findings from the factor and reliability analysis for the variables.

Table 4: Validity and Reliability

Items		Item Loading	Cronbach's α	Explained Variance %
	Perceived Organization Support (POS)		0.712	
POS1	The organization appreciates my contribution to its welfare.	.610		28.76
POS2	The organization does not appreciate any extra effort from me.	.952		
POS3	The organization ignores any complaint from me.	.983		
POS4	The organization genuinely cares about my welfare.	.948		
POS5	Even if I did the best job possible, the organization would not notice.	.982		
POS6	The organization cares about my overall satisfaction at work.	.693		
POS7	The organization cares very little about me.	.873		
POS8	The organization is proud of my accomplishments at work.	.710		
	Contextual Performance (CP)		0.821	26.30
CP1	I volunteer and do tasks that are not relevant to own job.	.686		
CP2	When it is needed, I help and collaborate with my partners.	.668		
CP3	I approve, defend and support corporate goals.	.526		
CP5	When necessary, I help and cooperate with my colleagues.	.829		
CP8	Choosing shorts while performing a job in the institution the dedication required for the work to be carried out meticulously rather than I show you	.532		
	Work Engagement (WE)		0.954	31.72
WE1	I am bursting with energy at work.	.825		
WE2	I find the work I do useful and meaningful.	.618		
WE3	When I work, time flies by.	.717		
WE4	When I work, I feel fit and strong.	.846		
WE5	I feel enthusiastic about my work.	.792		
WE6	When I work, I forget everything else around me.	.740		
WE7	My work inspires me.	.844		
WE8	When I get up in the morning, I feel like going to work.	.620		
WE9	When I work very hard, I feel happy.	.649		
WE10	I feel proud of the work I do.	.710		
WE11	I am completely absorbed in my work.	.659		

Table 4: (con) Validity and Reliability

Items		Item Loading	Cronbach's α	Explained Variance %
WE12	When I work, I can go on for a long time.	.731		
WE13	My work is a challenge for me.	.796		
WE14	My work enchants me.	.653		
WE15	When I work, I have great mental (spiritual) resilience.	.640		
WE16	It is difficult for me to detach from work.	.791		
	Transformational Leadership		0.821	29.23
TL1	I always persevere at work, even when things go wrong.	.582		
TL2	I express in a few simple words what we could and should do.	.764		
TL3	I aid others in growing.	.800		
TL4	When others adhere to predetermined criteria, I am happy.	.729		
TL5	When others consistently labor in the same manner, I am happy.	.680		
TL6	Others have complete faith in me.	.717		
TL7	I show others new ways to look at puzzling things.	.645		
TL8	I give recognition/rewards when others achieve their goals.	.836		
TL9	As long as things are going well, I do not try to change anything.	.592		
TL10	Whatever others want to do is for me OK.	.803		
	Total Variance %		88.01	
	KMO		0.827	
	Chi-Square Bartlett's Test		3626.30	
	P-Value		0.000	

As provided in Table 4, out of 43 items, 39 factors had factor loadings of ≥ 0.50 therefore; Only items of “When there isn't a manager or other group members present, I still comply with the directions when loading. 473: Overcoming challenges to carry out the task I'm really insistent about. I take a stand in 489, suitable for my job institution to represent my institution outside of work. 472 and I provide appealing image about what we can do had .466 were excluded from the scale. The four items excluded were because they had a factor load below 0.5.

C. Correlation Analysis Findings

Table 3 presents the findings of the means and standard deviations of the variables' Pearson correlation analysis. The findings show that the overall low and moderate values of the means for the components. Generally speaking, the gender average (M=1.41), age had an average of (M=1.61), education level had (M=1.57),

Work Experience in Service Sector had a mean of (2.05), Work Experience in the Current Company had 1.46. On the main variables work engagement had a mean of 3.484, followed by contextual performance by 3.390, transformational leadership had 3.346 and Perceived Organizations Support had 3.200 according to the values for the study descriptively indicating that it was both moderate and low.

The independent variable and the dependent variables in the model have a significant and positive connection, according to the evaluation of correlation. In the model, it was discovered that perceived organizational support significantly improved contextual performance ($r=.310$; $p < 0.00$). In addition, there is a positive relationship between perceived organizational support (POS) and work engagement ($r=.274$; $p < 0.000$) and finally perceived organization support (POS) had a significant positive relationship with transformational leadership ($r=.192$ $p < 0.00$). The study results indicate that perceived organizational support has a significant relationship with work engagement, contextual performance, and transformation leadership.

Table 5: Descriptive Statistic for variables (Means and Standard Deviations) and Correlations of the Variables

	Mean	Std-Dev	1	2	3	4	5	6	7	8	9
1. Gender	1.41	.492	1	-.092	.060	-	-	.369**	.069	-.026	-.086
2. Age	1.61	.559	-.092	1	.362**	.256**	.277**	.006	-.033	.265**	.164**
3. Education	1.57	.531	.060	.362**	1	.178**	.324**	.142**	.006	.196**	.170**
4. Experience in Service Sector	2.05	.628	-.256**	.350**	.178**	1	.374**	-.035	.044	.161**	.048
5. Work Experience in Current Company	1.46	.586	-.277**	.145**	.324**	.374**	1	.017	.026	.375**	.403**
6. Perceived Organizations Support (POS)	3.200	.4901	.369**	.006	.142**	-.035	.017	1	.310**	.274**	.192**
7. Contextual Performance (CP)	3.390	.4621	.069	-.033	.006	.044	.026	.310**	1	.510**	.240**
8. Work Engagement (WE)	3.484	.5379	-.026	.265**	.196**	.161**	.375**	.274**	.510**	1	.642**
9 Transformation Leadership	3.346	.5303	-.086	.164**	.170**	.048	.403**	.192**	.240**	.642**	1

N:384; * $p < 0,05$; ** $p < 0,01$ *** $p < 0,001$

D. Research Analysis's Findings

The results of the factor and reliability analysis explained that this study served to test the hypothesis of the study in terms of the validity and reliability values of the scale constructs. It is possible to proceed with the regression analysis to test the first hypothesis. The research hypotheses are Hypothesis 1 (H1): Perceived Organizational Support has a significant and positive effect on the Contextual Performance of employees. Hypothesis 2 (H2): Perceived Organizational Support has a significant and positive effect on the Work Engagement of employees. Hypothesis 3(H3): There is a moderator role of Transformational Leadership on the Relationship between Perceived Organizational Support and Contextual Performance of employees and Hypothesis 4 (H4): There is a moderator role of Transformational Leadership on the Relationship between Perceived Organizational Support and Work Engagement of employees.

1. Hypothesis 1 (H1): Perceived Organizational Support has a significant and positive effect on the Contextual Performance of employees.

According to the research, it is suggested that employees' contextual performance is positively impacted by perceived organizational support. Based on this, a regression analysis was done to assess the study's first hypothesis, which stated that "Employees' contextual performance is significantly and favorably impacted by their perception of organizational support". Table 6 displays the regression results.

Table 6: Shows how perceived organizational support affects employees' contextual performance.

Variable	β	Std. Error	t	P
(Constant)	2.454	.148	16.525	.000***
Perceived Organization Support	.293	.046	6.380	.000***

R = .310a, **F** = 40.709, **P** = a.
a. *p = 0,05, **p = 0.00, p = b. Dependent Variable:
b. Contextual Performance (CP)
c. Perceived Organizational Support is an independent variable (POS)

Table 6's findings reveal that perceived organizational support (POS) has a moderate impact on employees' contextual performance, having a 31 percent impact on it (R=310a, P=000, F, 40.709). This effect is seen among white-collar workers

employed in service industry in Turkey.

The findings show that enhancing perceived organizational support slightly enhances the contextual performance of workers in Turkey's white-collar service industry.

According to the findings, it is accepted as fact that Perceived Organizational Support significantly and favorably affects Employee Contextual Performance.

2. Hypothesis 2 (H2): Perceived Organizational Support has a significant and positive effect on the Work Engagement of employees.

It is asserted in the research that the perception of organizational support exists positively influences employee work engagement. Using this information, a regression analysis was done to evaluate the study's first hypothesis, which stated that "Perceived organizational support has a significant and positive effect on employee work engagement". Table 7 lists the results of the regression analysis.

Table 7. Effect of Perceived Organizational Support on Work Engagement of employees.

Variable	β	Std. Error	t	P
(Constant)	2.523	.175	14.427	.000***
Perceived Organization support	.300	.054	5.561	.000***

R= .274; F= 30.919; P<.000
a. *p<0,05; **p<0.00*** p<,.000
b. Employees' level of work engagement is a dependent variable (WEO)
c. Perceived Organizational Support is an independent variable.

Results in Table 7 indicate that Perceived Organizational Support (POS) has a 27.4% effect on the job engagement of employees in Turkey's white-collar service industry (R=.274, P=000, F, 30.919), showing that this effect is not very significant. According to the findings, improving perceived organizational support has a positive impact on Turkish white-collar workers' levels of work engagement. Based on the findings, it is decided that the statement in hypothesis H1—that "perceived organizational support has a considerable and positive effect on employees' work engagement"—is accurate.

Hypothesis 3 (H3): There is a moderator role of Transformational Leadership on the Relationship between Perceived Organizational Support and Work Engagement of employees.

3. Hypothesis 3 (H3): Moderator Role of Transformational Leadership on Relationship Between Perceived Organizational Support and Contextual Performance

The third hypothesis was to determine the moderate role of There is a moderator role of Transformational Leadership on the relationship between Perceived Organizational Support and Contextual Performance of employees. The results are presented in Table 8

Table 8: Moderation analysis of Transformational Leadership on the relationship between Perceived Organizational Support and Contextual Performance of employees.

Variable	β	Std. Error	t	P
(Constant)	2.015	.185	10.890	.000
Perceived Organization Support	.259	.046	5.636	.000
Transformational Leadership	.164	.042	3.856	.000

Perceived Organization Support	Transformational Leadership	Moderator effect β	SE	t	P
Transformational Leadership Moderator Effect = M+1SD					
M-1SS (2.512) Low		2.651	0.211	3.135	0.000
M (3.512) Moderate		3.121	0.310	7.132	0.000
M+1SS (4+121) High		4.156	0.412	8.104	0.000

Model Summary		R	R ²	F	P
		.361	.130	14.867	0.000
R ² Change	F	df1	df2		
		.034	28.52	1.000	.381

According to table 8's findings (t=5.636, P=0.000, R=.361, R2 =.130, F=28.52, P=0.000), transformational leadership was a strong predictor of employees' perceptions of organizational support and contextual performance. According to the study's findings, transformation leadership has a negligibly little influence on how white-collar workers in Turkey's service industry perceive organizational support and contextual performance. The findings indicate that there is little correlation between employees' perceived organizational support and their contextual performance. The relationship between the POS and contextual performance is therefore moderated by transformation leadership.

4. Hypothesis 4 (H4): Moderator Role of Transformational Leadership on The Relationship Between Perceived Organizational Support and Work Engagement of Employees.

The purpose of the fourth hypothesis was to establish the moderate contribution that transformational leadership made to the relationship between employees' perceptions of organizational support and their level of work engagement. Table 9 presents the outcomes.

Table 9: Moderation analysis of Transformational Leadership on the relationship between Perceived Organizational Support and work engagement (WE) of employees

Variable	β	Std. Error	t	P
(Constant) WE	.857	.173	4.939	.000
Perceived Organizational Support	.172	.043	3.988	.000
Transformational Leadership	.621	.040	15.622	.000

Perceived Organization Support		Transformational Leadership		Moderator effect β	SE	t	P
Transformational Leadership Moderator Effect = M+1SD							
M- 1SS (2.901) Low		3.010		0.312	4.123	0.000	
M (3.981) Moderate		4.123		0.412	8.213	0.000	
M+1SS (5+11 High		5.421		0.512	9.431	0.000	
Model Summary		R		R²	F	P	
R ² Change		.660		.436	147.3	0.000	
F	df1	df2	.361	244.06	1.000	.381	0.000

Table 9's findings show that transformational leadership was a significant predictor of employee work engagement and perceived organizational support (t=3.988, P=0.000, R=.660, R2 =.436, F= 244.06). According to the study's findings, transformation leadership considerably somewhat moderates the association between employees' perceptions of organizational support and their level of job engagement in Turkey's service sector. The findings indicate that there is little evidence of a moderating influence between employee work engagement and perceived organizational support. This implies that transformative leadership modifies the relationship between the POS and employee work engagement.

V. CONCLUSION AND DISCUSSION

The results of the factor and reliability analysis explained that this study served to test the hypothesis of the study in terms of the validity and reliability values of the scale constructs. It is possible to proceed with the regression analysis to test the first hypothesis. The research hypotheses are Hypothesis 1 (H1): Perceived Organizational Support has a significant and positive effect on the Contextual Performance of employees. Hypothesis 2 (H2): Perceived Organizational Support has a significant and positive effect on the Work Engagement of employees. Hypothesis 3(H3): There is a moderator role of Transformational Leadership on the Relationship between Perceived Organizational Support and Contextual Performance of employees and Hypothesis 4 (H4): There is a moderator role of Transformational Leadership on the Relationship between Perceived Organizational Support and Work Engagement of employees.

A. Conclusions

Hypothesis 1(H1): Perceived Organizational Support has a significant and positive effect on the Contextual Performance of employees.

According to the study conducted in Turkey, perceived organizational support (POS) has a moderate impact on employees' contextual performance, having a 31 percent effect on white-collar workers employed in the service industry ($P=000$). The study finds that although the impact is good, perceived organizational support has only made a little contribution to contextual performance. The results of the study show that the contextual performance of the employees is significantly influenced by the state of employee performance and the perception of the support provided to the organizations. These cultural stakes of perception towards the provision of the contextual performance in the employees among the organizations are growing at the same time.

Hypothesis 2 (H2): Perceived Organizational Support has a significant and positive effect on the Work Engagement of employees.

Employees' work engagement in Turkey's service sector is influenced by perceived organizational support (POS) by 27.4% ($P=0.000$), which indicates that this factor has a negligible impact. The study comes to the conclusion that perceived organizational support is important in encouraging employees' work engagement. The study comes to the conclusion that one of the most important factors in achieving work engagement is one's perception of the organization's support. The findings of the study demonstrate that the levels and stakes of employee engagement can be supported by perceived organizational support, with the values of the support being deemed important in undertaking and receiving the state of the employee's engagement and mechanisms developed in undertaking efficiency and effectiveness of the businesses to achieve efficient decision-making.

Hypothesis 3 (H3): There is a moderator role of Transformational Leadership on the Relationship between Perceived Organizational Support and Contextual Performance of employees.

According to the findings, transformational leadership significantly predicted how well employees perceived their organization's support and performed in their current context ($P = 0.000$, $R = .361$). According to the study's findings, there is a weak correlation between perceived organizational support and contextual performance and transformation leadership. The results of the study show that transformational leadership effects the relationship between perceived organization support and contextual performance of the staff, indicating that transformational is often generated in moderate forms. There is a focus on the company's efforts in developing the cultural values significant to attaining the transformed forms of the performance for the employees. It is crucial to assert that transformational leadership can help the employees' context in enhancing awareness and building a focus on the company. The importance of leadership and transformed leadership is typically understood to motivate leaders to adopt transformational practices crucial to achieving improved contextual performance among people in businesses.

Hypothesis 4 (H4): There is a moderator role of Transformational Leadership on the Relationship between Perceived Organizational Support and Work Engagement of employees.

The results demonstrate that transformational leadership was a highly significant predictor of perceived organizational support and employee job engagement ($P=0.000$). According to the study's findings, transformation leadership considerably moderately moderates the association between employees' perceived organizational support and job engagement. According to the study's findings, transformation leadership is best positioned to influence the relationship between perceived organizational performance and job engagement in Turkey's service sector among white-collar workers. The study claims that the value leadership and cultural values of the organizations are significant in fostering the performance stakes and values required in the organizations, as well as serving as a significant testing ground for the state of the workforce and the communities required to provide the engagement stakes and values systems for the business.

Table 10: Summary of the Hypotheses of the Study

NO	Hypotheses of the Study	Findings
H1	Hypothesis 1 (H1): Perceived Organizational Support has a significant and positive effect on Contextual Performance of employees.	
H2	Hypothesis 2 (H2): Perceived Organizational Support has a significant and positive effect on Work Engagement of employees.	
H3	Hypothesis 3(H3): There is a moderator role of Transformational Leadership on the relationship between Perceived Organizational Support and Contextual Performance of employees.	
H4	Hypothesis 4 (H4): There is a moderator role of Transformational Leadership on the relationship between Perceived Organizational Support and Work Engagement of employees.	

B. Discussions of Findings

Employees' contextual performance in service sector is somewhat influenced by perceived organizational support (POS) ($R=310a$, $P=000$, F , 40.709), suggesting that perceived organizational support has a moderate impact on employee contextual performance. Given that there was a clear association between the variables, the study's findings suggest that the hypothesis is correct. The findings support the claims made by (George, J. M., & Brief, A. P., 1992) that POS should enhance both routine work performance and acts that benefit the company that go above and beyond assigned responsibilities. The employee's contextual performance includes helping coworkers, taking precautions to protect the organization from danger, coming up with useful ideas, and acquiring knowledge and skills that are beneficial

to the organization.

Second, employee work engagement is significantly and favorably impacted by perceived organizational support. In Turkey's service industry, perceived organizational support (POS) has little effect on workers' work engagement ($R=.274$, $P=0.000$, $F=30.919$), showing that perceived organizational support has little impact on employees' work engagement. The study's findings are in line with those of (George J. M., 1989), who contends that POS should increase overall job satisfaction by boosting performance and reward expectations and emphasizing the availability of support when necessary. Since a positive mood is a generic emotional state without a particular object involved, it differs conceptually from job satisfaction. The outcomes in fact agree with those of Eisenberger, Armeli, Rexwinkel, Lynch, and Rhoades. (Eisenberger R. A., 2001) They claim that POS can promote employees' perceptions of importance and competence, which will improve their mood.

Third, a moderate analysis of transformational leadership on how perceived organizational support and workers' contextual performance relate to one another. According to the findings, transformational leadership significantly predicts both employee contextual performance and perceived organizational support ($t=5.636$, $P=0.000$, $R=.361$, $R^2=.130$, $F=28.52$, $P=0.000$). According to the study's findings, the relationship between perceived organizational support and contextual performance is considerably moderated by transformational leadership. According to Eisenberger et al. (1990), a modified version of the Survey of Felt Organizational Support with nine items is also used to gauge perceived support from direct supervisors. The study's findings are consistent with their claims. Each item's purpose was changed so that direct reports were used as the reference point instead of the entity. "My immediate subordinates support my ideals and ambitions". (Eisenberger, 1990).

Moreover, organization culture is also It is effective in putting employee performance into practice, which is incredibly beneficial for business. A great workplace culture showcases beneficial features that result in enhanced performance and engagement of employees. In businesses, employees are more likely to feel relaxed, supported, and valued when workplace culture matches their preferences. Companies that place a great emphasis on culture are better able to withstand challenging times and changes in the business environment. (Aube, 2007)

The relationship between perceived organizational support and employee work engagement was also the subject of a moderation analysis of transformational leadership (WE). According to the findings, transformational leadership significantly predicts how supportive of the organization people feel and how engaged they are at work. The findings of the study reveal that perceived organizational support and employee job engagement are significantly mediated by transformational leadership. The results are in line with those of Malikeh Beheshtifar et al. (2012), whose research looked at the impact of effective leadership on workers' positive attitudes toward work and perceived organizational support. At Islamic Azad College in Kerman, Iran, they are investigating the connection between employees' positive work attitudes and perceived organizational support. Over time, POS would be able to forecast in-role performance, out-of-role performance, and CWB. At two different times, with at least a month between surveys, the author gathered self-report questionnaires from employees and managers at a community college, a nonprofit counseling organization, and a correctional facility. (Beheshtifar, 2012)

C. Limitations and Recommendations

The first limitation of the study is that it refers to most of the white-collar sector of the employees in Turkey; this perhaps reduces the viability of the study in terms of attaining information from the rural environment, unlike the city. Furthermore, considering transformational leadership call for a further assessment by future researchers on the possible other moderators to the interactions between the variables. The studies of this nature need to be extended to the non-collar sector of the civil and private service employees. It's worthwhile noting that there is a need for different leadership schemes application in the organizations need to be advanced and managed as a mechanism for improving the management of the work perceived support systems, there is a need for development of support systems, improving the leadership schemes even more necessary in the generation of the scheme of the work among the people in the communities necessary for the generation of the persons and responsible information needed in the interaction forms for the employees in management, administration and management competencies needed for the organizations.

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APPENDIX

APPENDIX 1. Questionnaire

APPENDIX 1. Questionnaire

THE EXAMINATION OF THE RELATIONSHIP AMONG PERCEIVED ORGANIZATIONAL SUPPORT, CONTEXTUAL PERFORMANCE AND WORK ENGAGEMENT: THE ROLE OF TRANSFORMATIONAL LEADERSHIP

The purpose of this questionnaire is to collect the required information for the Master's Degree Program in Business Administration (MBA) as well as to explore the concept of the relationship between perceived organizational support and contextual performance. There are no correct or incorrect responses; We are merely interested in your personal point of view. All responses to this questionnaire are completely confidential and will be used for research purposes only

Part 1. Demographic information

1. Your Gender:
 - a) Female
 - b) Male
2. . What is your Marital Status?
 - a) Single
 - b) Married
3. How old are you?
 - a) 18 – 25
 - b) 26 – 35

- c) 36 – 45
- d) 46 – 55
- e) 56 – 66
- f) 66 – over

4. . What is your Education Status?

- a) Intermediate School
- b) High School
- c) University
- d) Master
- e) Doctorate

5. Your work experience in the service sector.

- a) 0-1 year
- b) 2-5 years
- c) 6-10 years
- d) 11 years and above

6. Your work experience in the current company.

- a) 0-1 year
- b) 2-5 years
- c) 6 years and above

Part 2. The second part contains questions that measure the components of research variables. In this section, choose one of the options based on your personal opinion.

1= Strongly Disagree 2= Disagree 3= Neutral 4= Agree 5= Strongly Agree

A: Survey Perceived Organizational Support Scale.

No	Listed below are statements that represent possible opinions that you may have about working at your job. Please indicate the degree of your agreement or disagreement with each statement by using the 5-digit scale, answer the expression that suits you at the end of each item by placing the "X" sign. Questions	1	2	3	4	5
1	The organization values my contribution to its well-being.					
2	The organization fails to appreciate any extra effort from me.					
3	The organization would ignore any complaint from me.					
4	The organization really cares about my well-being.					
5	Even if I did the best job possible, the organization would fail to notice.					
6	The organization cares about my general satisfaction at work.					
7	The organization shows very little concern for me.					
8	The organization takes pride in my accomplishments at work.					

B: Survey Contextual Performance Scale

No	Below are items related to work situations. Please evaluate how much you agree with each item using the given scale and answer the most appropriate one for you using the 5-digit scale. Questions	1	2	3	4	5
1	I am volunteer doing jobs that are not part of my own job.					

2	When necessary, I help my colleagues and I work in cooperation.					
3	I approve, defend and support corporate goals.					
4	When there is no manager or other group members in the institution, I follow the instructions even in moments.					
5	When necessary, I help my colleagues and I work in cooperation.					
6	Overcoming obstacles to complete the mission I am very insistent.					
7	Suitable for my job institution to represent my institution outside of work I take a stand.					
8	Choosing shorts while performing a job in the institution the dedication required for the work to be carried out meticulously rather than I show you.					

C: Survey Work Engagement Scale.

No	The following statements relate to how you experience your work and how you feel about it. Would you like to indicate how often each statement applies to you by always entering the most suitable number (from 1 to 5)? Questions	1	2	3	4	5
1	I am bursting with energy at work.					
2	I find the work I do useful and meaningful.					
3	When I'm working, time flies.					
4	When I work, I feel fit and strong.					
5	I am excited about my job.					

6	When I work, I forget everything else around me.					
7	My work inspires me.					
8	When I get up in the morning, I feel like going to work					
9	When I am working very intensively, I feel happy.					
10	I am proud of the work I do.					
11	I am completely absorbed in my work.					
12	When I am working, I can continue for a long time.					
13	My work is a challenge for me.					
14	My work enraptures me.					
15	At work I have great mental (spiritual) resilience.					
16	I find it hard to break free from work.					
17	I always persevere at work, even when things go wrong.					

D: Survey Transformational Leadership Scale

No	Below are statements about transformational leadership role to measure this scale. Please answer each of these statements using the 5-digit scale, which is the most convenient for you. Questions	1	2	3	4	5
	Idealized influence					
1	I express with a few simple words what we could and should do.					
2	I help others develop themselves					
	Intellectual stimulation					
3	I am satisfied when others meet agreed-upon standards					
4	I am content to let others continue working in the same ways always					
5	Others have complete faith in me					
6	I provide appealing image about what we can do					
7	I provide others with new					

	ways of looking at puzzling things					
	Inspirational motivation					
8	I provide recognition/rewards when others reach their goals					
9	As long as things are working, I do not try to change anything					
10	Whatever others want to do is OK with me					

APPENDIX 2. Ethic

Evrak Tarih ve Sayısı: 27.08.2021-21888



T.C.
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