Impact of Empathetic Leadership on Organizational identification: Role of psychological contract fulfillment and psychological contract types

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بسم الله الرحمن الرحيم

In the name of Allah, the most merciful and beneficent

Dedication

This thesis is dedicated to my parents and supervisor whose support and efforts enabled me to complete the research successfully.

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DECLARATION

I hereby declare that this thesis, neither as a whole nor as a part thereof, has been copied out from any source. It is further declared that I have prepared this thesis entirely based on my personal effort made under the sincere guidance of my supervisor and friends. No portion of work presented in this thesis has been submitted in support of any application for any degree or qualification of this or any other university or institute of learning.

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APPRECIATION AND GRATITUDE

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Ms. Urooj Shah

FORWARDING SHEET

The thesis entitled – impact of Empathetic Leadership on organizational identification: Role of psychological contract fulfilment and psychological contract types- submitted by Ms.Urooj shah as partial fulfillment of MS degree in Management Sciences with specialization in Human Resource Management, has completed under my guidance and supervision. The changes advised by the external and the internal examiners have also been incorporated. I am satisfied with the quality of student 's research work and allow her to submit this thesis for further process as per IIU rules & regulations.

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Abstract

This research paper inspects the role of unwritten contract between employee and employer that has been very important aspect of employee development within the organization. However, psychological contract fulfillment (PCF) has been vital concern for both employee and employer. Generally, organizations focused more on written contracts. Research on practice evidence that written contracts has been focused more but, PCF could be of more importance to develop required positive attitudes. It is also essential to observe the role of appropriate leadership style particularly, empathetic leadership behavior in order to develop PCF among the employees that further help to develop organizational identification among them. But this whole mechanism needs to be investigated in a way that how relational and transactional contract types of employees create their roles in the development of contract fulfillment and identification. This piece of literature will contribute to the research, by studying the underline mechanism of psychological contract fulfillment between empathetic leadership and organizational identification keeping psychological contract types as moderator.

Keywords: Empathetic leadership (EL), Organizational identification (OI), Psychological contract fulfillment (PCF), Contract types (relational and transactional)

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Chapter 1

Introduction

1.1 Background of the study

The leadership in which leaders focus more on understanding others emotions and to take care their actions is called empathetic leadership (Kock et al., 2018). Now days, in this era of competition individuals requisite care and this feeling that everyone will give them upmost love and understand his/her situation (empathy) in every aspect of being, most importantly in the work life (Edmondson & Lei, 2014). In the work place the one person whose support matters a lot is the leader of the organization. If the leaders are supportive, and understand his/her employee, it makes a really big difference. In this way, the leader can easily make a positive relationship with his follower. By creating the powerful bond that will encourage the follower to improve the work routine (Bell & Hall,1954; Holt & Marques, 2012). Empathy is the way of understanding and supporting others in a way that he/she feels secure and encouraged while working in the organization. Similarly, (Long & Schultz, 1973; Mahsud et al., 2010) suggested that it has been witnessed that people have empathy in the form of need, and they depict sometimes by their attitudes being the part of their personality. Empathy can provide the competitive advantage to the organization in a way that followers would have clear idea who he/she can trust. With the help of empathetic behaviors individuals can easily make connection with each other, mostly emotional connection which will increase their trust level among themselves (Axelrod, 2009; Bowles & Gintis, 2011; Dunbar et al., 2005). Leaders having sympathetic attitude towards the followers, will create good long-term relationship with the organization that would be beneficial for both the employees and organization itself. It has been evident from the previous research that if the empathy has been practiced throughout the organization it automatically made the employees to have their time been spend in the organization in a comfortable manners (Owens & Hekman, 2016).

Psychological contract displays the confidence of the employee's regarding the standing of the give-and-take contract between individual and organization (Robinson, 1995). Levinson et al (1962) defined psychological contracts as "a series of mutual expectations of which the parties to the relationship may not themselves be dimly aware but which nonetheless govern their relationship to each other." psychological contract has identified as the actual point of view of the individual working in an environment about the interchange of pact between individuals and their organization.

Psychological contract theory has two most important types, one of the type of contracts is transactional and other is relation psychological contracts (Rousseau 1995).One of the main variation among the two

types of psychological contracts comprise the time period of the service plan (short range v/s long term), the degree of details (exceedingly v/s generally), the give-and-take of assets (physical v/s non-physical), and performance-reward events (highly conditional vs. unconditional (Lu; Capezio, 2016 & Rousseau, 1990).

The concept of organizational identification (OI) received the intense importance from the managerial perspective because it is the psychological Phenomenon which reveals the strength of tie between employees and organizations and is responsible for anticipating the important attitudes & behaviors in organizations (Edwards, 2005). This construct appears as a unique phenomenon in late 1980s and categorize as the cognitive variable. Riketta (2005) refers OI as the feelings of unity (emotionally and cognitively) of individuals with organizations. OI is studied by the researchers both as the predictor as well as the outcome because it is the highly positive phenomenon.

Organizational identification (OI) is becoming an emerging and unique research topic. Though the earliest work on organizational identification was done by March and Simon (1958) but there is only limited number of studies published that worked on OI in the

Researchers have used the terms organizational identification and attitudinal organizational commitment (AOC) as interchangeably (Griffin & Bateman, 1986; Mathieu & Zajac,1990). Organizational identification is defined as the intellectual relationship between the organization and the person (Dutton et al. (1994). An individual's feeling of affiliation and belongingness with the organization is known as organizational identification (Ashforth &Mael, 1989). Organizational identity is the feelings of individuals of sharing knowledge and expertise with the organization in which their identity is categorized within group attributes (Jones, 2010). Whenever employees have clear idea about fulfillment of the psychological contract, they show optimistic and encouraging attitudes towards the employer and organization itself, in the form of assurance, achieving the organizational goals and the objective of doing long term career commitment with the firm. In contrast to this, nonfulfillment of responsibilities leads to negative outcomes like high turnover intention and low affective commitment, (Shapiro & Kessler, 2000). Fulfillment also increase organizational identification and career commitment which is considered to be beneficial for the organization as they are the important forecasters of implementation and turnover. (Zhao et al., 2007).

1.2 Gap Analysis of the study

The empathetic leadership style has gained interest in the business sector and administration settings.

Many research have been conducted on this particular form of leadership with different variables, and

outcomes. But this has been seen that there are different variables that have not been studied with empathetic leadership. Following research will be useful as this will enhance the understanding of empathetic leadership along with the psychological contract fulfillment as underline mechanism between empathetic leadership and organizational identification. The recent literature on empathetic leadership has described the status of empathetic leadership and its role in improving the employee's performance (Ned Kock1, Milton Mayfield1 2020). They have studied the positive outcomes like, job performance, job satisfaction and job innovation with the empathetic leadership. Although empathy at workplace gained a huge interest of researchers and its impact on follower's behaviors (Muhammad et al., 2021). It has been observed that empathetic leadership has been studied with, job performance, commitment, satisfaction, need satisfaction, intention to leave, wellbeing, OCB. Therefore it is needed to see to relationship of empathetic leadership with the psychological contract fulfillment and organizational identification. Similarly, (Galih & Edward Fazri, 2022), have examined the association of empathetic leadership, with work innovation and creativity, operating performance and organizational worth.

Organizational identification was studied with ethical leadership which is the positive type of leadership as empathetic leadership by (Costa et al, 2022). Similarly organizational identification has been studied by (Inoue et al., 2021) with the wellbeing of organization. Since it is an important variable to study with empathetic leadership and have not studied yet. In our research paper, we will be seeing the effect of organizational identification under the empathetic leadership.

Psychological contract fulfillment has been studied as mediator between perceived organizational support and work engagement by (Yu ,2022), similarly psychological contract fulfillment has been studied by (Wu et al., 2019), as mediator between empowering leadership, and service performance. Since it is an important variable to study as underline mechanism between empathetic leadership and organizational identification being psychological contract types as moderator.

This research will study the role of empathetic leadership arranged on organizational identification through psychological contract fulfillment. It also aims to examine moderating role of psychological contract type's particularly relational contracts and transactional contracts between empathetic leadership and psychological contract fulfillment.

1.3 Research questions

1. Does the empathetic leadership positively relate to organizational identification?
2. Does empathetic leadership positively relate to psychological contract fulfillment?
3. Does psychological contract fulfillment positively relate to organizational identification? **18**

4. Does psychological contract fulfillment mediate the association between empathic leadership and organizational identification?

5. Does psychological contract type (transactional and relational contracts) moderate the association between empathetic leadership and organizational identification?

1.4 Research objectives

1. To analyze the impact of empathetic leadership and organizational identification.

2. To examine how empathetic leadership has relationship with psychological contract fulfillment.

3. To study the relationship between psychological contract fulfillment and organizational identification.

4. To examine the mediating role of psychological contract fulfillment between empathetic leadership and organizational identification.

5. To analyze the moderating role of transactional and relational contract fulfillment between empathetic leadership and organizational identification.

1.5 Problem statement

This paper inspects the role of unwritten contract between employee and employer that has been very important aspect of employee development within the organization. However, psychological contract fulfillment has been vital concern for both employee and employer. Generally, organizations focused more on written contracts. Research on practice evidence that written contracts has been focused more but, PCF could be of more importance to develop required positive attitudes. It is also essential to check the role of appropriate leadership style particularly, empathetic leadership behavior in order to develop PCF among the employees that further help to develop organizational identification among them. But this whole mechanism needs to be investigating in a way that how relational and transactional contract types of employees will play their part in the development of contract fulfillment and identification.

1.6 Theoretical significance

This research paper donates in a theory way at various means. Last research have regularly described the impression of empathetic leadership and its magnitudes in the setting of different models: such as social learning theory to see the relationship between and its influence on follower's performance. Some studies used the self-determination theory (Ned Kock1, 2018) to study the impact of empathetic leadership, job fulfillment and aim to leave the organization. This study is employing social identity theory (Tajfel & Turner), as an overarching theory to explain the proposed theoretical framework.

Assumptions of social identity theory better explain mediating and moderating mechanisms well and the study contributes testing of this theory in a new mechanism of mediation and moderation. Moreover, the proposed model suggests many new links which were not evidenced theoretically and empirically in recent literature. These new relationships contribute to scholarly research in many ways.

1.6.1 Applied significance: Managerial and contextual

This research will be applied to the occupational fields, especially in the management, education as well as corporate training and ongoing workplace growing of the employees. For example, managers in their leading roles will show more empathy, love, care and support to their subordinates which will increase their commitment level in the form of psychological contract fulfillment. They will do long term commitment with the organization, that would be beneficial to both employees and the organization itself. Because employees are real assets for the organization. Recruitment and hiring new employees are most costly to the organization as compared to polish and trained the existing ones. Mangers should take initiatives to make environment more supportive in which employees feel fit in their values and closeness to the organizations. It will be fruitful for the organizations in achieving their competitive edge. This timely feedback will resolve the issues efficiently and effectively. This study will also help them by protecting them from major and unrecoverable losses. Moreover, this study will help managers in dealing employees in the way to increase their long-term commitment and organizational identification at the time of recruitment and hiring at workplace.

The contextual significance of this study is that it will provide insights regarding the environment where the research has taken place. This environment provides incentives for research and to extend literature to better understand the relationship of the variables. The scope of this research is to discover the variables in Pakistani context which is a developing country. This study will help public and private sectors of Pakistan to identify and understand the dynamics of variables in cultural context. Empathetic leadership should be necessary factor in the Pakistani organizations to increase their employee's creativity and to expect positive type of behavior including organizational identification and psychological contract fulfillment.

1.6.2 Societal significance

Transform in the society as well as to take decisions which will be in the favor of the society. Hence, a satisfied, relaxed, healthy, and confident person or individual at workplace is also an asset for the society rather than a mentally exhausted, confused, and frustrated one. The societal benefit of this research is that the employees will contribute to the society in a positive manner. When individuals at workplace

feels comfortable between them and organizations and owns the identity it will increase their internal accomplishment which would have better effects on individuals' health. A healthy individual behaves and move in the society in an effective way.

1.7 Operational definitions
Empathetic leadership (Independent variable)

Empathetic leadership is defined as "The leadership in which leaders focus more on understanding others emotions and to take care their actions" (Kock et al., 2018).

Psychological contract fulfillment (mediator)

PCF is defined as "When promises are kept or expectations met, individuals consider psychological contracts fulfilled" (Rousseau, 1989)

Organizational identification (dependent variable)

Organizational identification is described as "perceived oneness with an organization and the experience of the organization's successes and failures as one's own" (Mael & Ashforth, 1992).

Transactional contracts (moderator)

TCF is defined as "Transactional contracts are economically based and Short-term oriented" (Morrison and Robinson, 1997).

Relational contracts (moderator)

RCT is defined as "The relational contracts include long period and wide-ranging duties, based on interchange of socio –emotional sections likewise trustworthiness"(Rousseau, 1990).

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Chapter 2

LITERATURE REVIEW

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Chapter Overview

This chapter includes the detailed literature of empathetic leadership, organizational identification, psychological contract fulfillment and psychological contract types. This also include details of theory which supports the proposed framework "Social identity theory".

2.1 Empathetic leadership
Kock et al., (2018) defined empathetic leadership "as a leadership style that focuses on understanding its followers' emotional situations and the willingness to care about them and take actions to cater for them". Empathy is to understand and recognize the emotions of others, (Stevenson, 2010). Empathy is the vital factors in the organizational growth, (Edmondson & Lei, 2014). Having empathy for the staff members,

employers can easily develop optimistic, supported and extended affiliation with their employees, (Owens & Hekman, 2016). The empathetic behavior can benefit the people in a particular environment to show persistency in a trouble situation, as individuals who has compassionate nature and actions is considered to be more trustworthy. (Kock et al., 2018). The empathetic leadership is that type of leadership which focuses on caring and understanding behavior in order to realize the emotional needs demands of others, (Kock et al., 2018). The cycle of empathetic leadership works in such a way that at first place, an employee faces a situation while working in a certain environment where he/she empathy. The leader then shows genuine empathy towards his/her employee. The employee then executes positive attitude towards the workplace and leaders (general reciprocity). It will also help in reducing work-family conflict and will for sure enhance the employee's job contentment and commitment. This in return will increase organizational identification and long-term career commitment with utmost innovation and creativity. Whenever the leader is positive enough to accept the capabilities and emotionally being connected with the employees, this will increase the confidence of the employees and as an outcome their creativity and innovation will be increased.

2.2 Psychological contract fulfillment

PCF is defined as the "expectations of the employees regarding the fulfillment of the contracts that has been initially made by the organization". (Rousseau, 1995). Psychological contract fulfillment is the total estimation of fulfillment of all the requirements in an worker and boss connection. (Colquitt et al., 2014; Robinson and Morrison, 1995). Psychological contract fulfillment will increase the employee's trust of the organization which will in return high their commitment, satisfaction and task performance simultaneously. (Zagenczyk et al., 2021) Previous effort on the psychological contract was mostly dedicated on breach,(Rayton and Yalabik, 2014 etc.), that is the situation in which employee

feels the difference between boss's assurance and its exact transfer (Rousseau, 1995). Such situations can cause disproportion in employee's thoughts that result in irritation and obstruction, (Raja et al.,2004). Then employees are shifted towards withdrawal behaviors in order to get back the balance. On the other hand, if the commitment, hopes and expectations between employee –employer are fulfilled they will show positive attitude towards each other in the form of care, support, commitment, career development etc and the imbalance will shift towards the balanced side. (Turnley et al., 2003). Employee's whenever get this feeling of PCF, while working in a certain workplace their satisfaction of collective and expressive desires (Eisenberger et al., 1986) which will create the optimistic impression about the manager.

2.3 Organizational identification

OI is becoming an emerging and unique research topic. Though the earliest comprehensive work being done on organization was by March and Simon (1958) but there is only limited number of studies published that worked on OI in the previous 20 years (Brown, 1969; Lee, 1969; Patchen, 1970; Rotondi, 1975a, 1975b).

Porter and his colleagues (Porter et al., 1974; Mowday et al., 1979) in early 1970 involved identification as a part of attitudinal organizational Commitment (AOC) in their influential definition of this concept. Later the numerous Researchers have used the terms organizational identification and attitudinal organizational commitment (AOC) as interchangeably (e.g., Griffin & Bateman, 1986; Mathieu & Zajac,1990). Organizational identification is defined as the intellectual relationship between the Organization and the person (Dutton et al. (1994). An individual's feeling of affiliation and belongingness with the organization is known as organizational identification (Ashforth & Mael, 1989). Organizational identity is the feelings of individuals of sharing knowledge and expertise with the organization in which their identity is categorized within group attributes (Jones, 2010).

2.4 Psychological contract types "Transactional and relational contracts"

Psychological contract theory states that there are two main contracts that need to be study that is the transactional contracts and relational psychological contracts (Rousseau,1995). There are some differences between these two like the time period of service (short range v/s long range), the gradation of specificity (extremely vs. lightly specified), the interchange of assets (physical v/s non-physical), and performance-reward incidents (highly depending v/s lowly dependent). The transactional type of psychological contracts are based on limited time period, and are more focused towards

financial and money-oriented outcomes in an interchange contract between employee and employers and on the (Rousseau,1990). Those workers who have transactional psychological contracts identify the organizations as the way of getting money and fulfill monetary needs. (Millward,1998). Some of the researchers considered transactional contracts are extremely inexpensive and having minimal or zero organizational loyalty and commitment which is not good for the organization growth and development Rousseau (1990). On the other side, the relational psychological contract is lasting, extensive in nature. It covers the social and the needs based on emotional connection between the employer and employees, joint belief, along with trustworthiness, (Morrison, 1997, Rousseau 1993) which covert into job satisfaction, life-time job security and career success (Chen et al., 2015). Relational contracts are extensive in nature, being dedicated, faithful and honest towards the organization.   (Raja et al., 2004; Robinson et al,1994; Rousseau, 1990; Rousseau and McLean Parks, 1993). Employees having relational

contract with the organization are being more loyal to them and make long run career commitment with them in satisfied manner, which is the utmost benefit to the organization itself, Rousseau (1990).

2.5 Theoretical framework

Independent variable **Moderator** **Mediator** **Dependent variable**

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│  and relational │
│     contract    │
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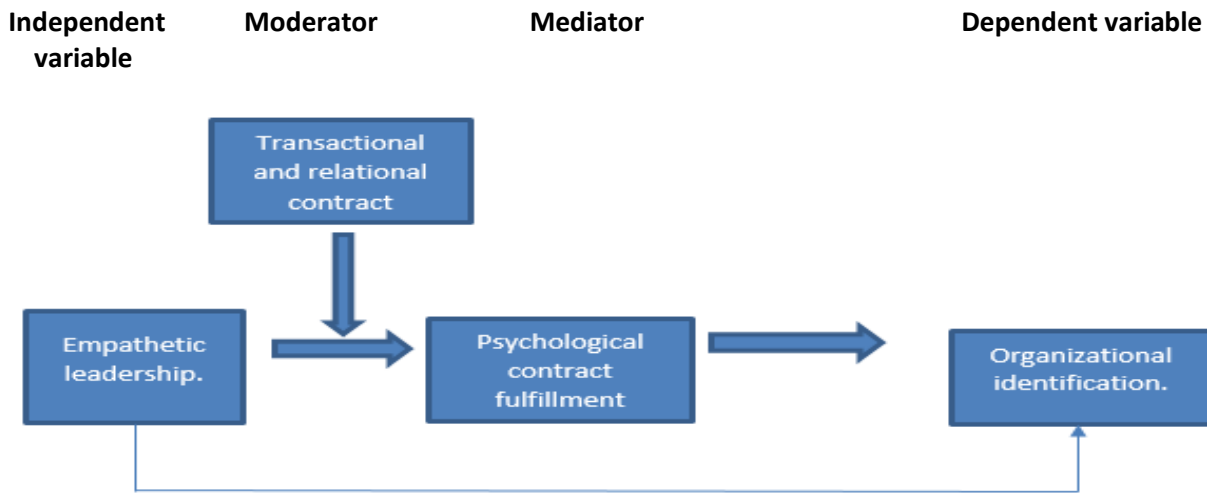
2.6 THEORY FORMULIZATION
2.6.1 Social Identity Theory

In early 1970s the social identity theory (SIT) is originated in research by using the "minimal Group paradigm" (Tajfel et al., 1971). Social identity theory is a well-known social psychological idea that tries to clarify intergroup conflict as a purpose of group-based self-definitions (Islam, G, 2014).

According to this theory people are likely to categorize themselves and others into several social groups i-e organizational associations, religious membership, age, gender etc. (Tajfel & Turner, 1986).Individual may be divided into various groups and different individuals may develop different categories of plans, the classifications are defined as "prototypical characteristics abstracted from the members'' (Turner, 1985 p. 20). The formation of group identities includes both the classification of one's "in-group" and "out-group" and the propensity to view one's own group with an optimistic preference to the out-group (Turner et al.,1987). The SIT theory consists of three components which are social categorization, social Identification and social comparison. The main emphasis of the social identity theory is that Individual feel more affiliation and maintains positive social identity towards the in-group. They give more importance to one's own group and this will ultimately lead to in-group favoritism and out-group discrimination.

The proposed framework supports social identity theory (Tajfel, 1979). Because SIT relates to

The recognition in the organization, and groups and it also deals with the social comparison. Social identity theory also proposes that individuals who are highly identified with the organization help in increasing their self –esteem, organizational commitment and performance. (Kreiner & Ashfort,2004). They have clear idea about their job roles and job requirement and they will engage well in the organizational which is the absolute benefit to organization (Christ et al., 2003 ; Van der Vegt, 2003) and will show more effort in role performance as compared to those having low level or organizational identification. (Riketta, 2005, & Knippenberg, 2000) Psychological contract fulfillment will increase the employee's trust of the organization which will in return high their commitment, satisfaction and task performance simultaneously. (Zagenczyk, 2000)

The proposed model stated that under the empathetic leadership, employees will get the feeling of love, care, understanding and empathy from their leaders, as a result it will generate the feeling of affiliation and affectivity in the form of organizational identification They will categorize themselves in the organization. When they categorize themselves and identified within the organization, they will feel more affiliation towards their workplace, it will promote employee creativity and pro environmental behaviors. Psychological contract fulfillment is considered as positive aspect of employees. When the employees are satisfied enough towards their employers, they will be doing their long-term career commitment with the organization. They will perform well in order to get competitive advantage and will sometimes go beyond the expectations. Psychological contract fulfillment will increase the employee's trust of the organization which will in return high their commitment, satisfaction and task performance simultaneously. (Gibney et al.,2000). They will be confident enough to get positive and encouraging comments from their leaders and will be optimistic towards the leaders and the organization itself. In addition to that, according to in-group and out-group assumptions of SIT, which clearly states that people strive to achieve and maintain positive identity with their in-group people and prefer to make long term relationships with them. Employees having relational contracts with the organization seem to have long term, more specified, commitment and loyal towards the organization as compared to employees having transactional psychological contracts (Raja et al., 2004; Robinson et al.,1994). So, whenever employees feel that their manger are empathetic enough towards them, they understand their needs and wants both socially and economically, they tend to feel that whatever company has promised it exceeds their expectations and they will be encouraged to align their own goals and objectives with the organizational objectives. And will do long term commitment with the organization in the form of relational contracts rather than transactional contracts.

2.7 Hypothesis Development

2.7.1 Empathetic leadership and organizational identification

Empathy is considered to present in everyone, sometimes in the form of need or sometimes in form of stated actions .The studies being conducted in the field of psychology and leadership have shown that empathy delivers a foundation manners for everybody (Ehin, 1998; Illies et al., 2006) and in workplace it has been used by the leaders in order to make positive relationship with their employees which can be depicted by them in the form of commitment, loyalty and satisfaction. (Gillet, 2010; Owens & Hekman, 2012). Through empathetic leadership, leaders can easily get competitive advantage as it can be used by the employees as the measurement of trust. They will get clear idea of whom they can trust, in the organization who can understand his/her situation and will not be judge mental towards him/her, (Kock et al. 3). Employee and leaders' relationship is based on mutual understanding, cooperation and trust,(Axelrod, 2009; Bowles & Gintis, 2011; Dunbar et al.,2005).

Organizational identification is the individual's experiencing the attachment with the organization, and they feel to be the part of that organization, (Jones, 2010). While considering themselves to be identified with the organization employees will feel more accountable and sensitive towards the organization. (Farooq et al., 2017). Leaders show a significant part in creating the association between the workers and organization itself, (Afsar et al., 2018). Whenever, employees are being trusted, cared, in the time of need they identify themselves with the organization in form of commitment, job loyalty, satisfaction and career commitment. They feel more affiliated (organizational identification) and inclined towards the organization. According to social identity theory, when there is identification between person's and organization it enhances, the employee self-confidence, Luu (2017), social identity theory suggests that when person identified with the organization then it increases employees' self-confidence.

According to Jones et al., (2014) organizational identification supports employees to include in additional role actions and employee feel interested and works for the efficiency of the organization. The relationship between empathic leadership and OI is neglected in the literature. Prior researchers do not focus on the establishment of this relationship. This part of research emphasizes on the impact of empathetic leadership and organizational identification. Both the mechanisms are positive so empathetic leadership fit will affect organizational identification in positive manner. When the leader understands the needs of their employees, and show care and respect towards his/ her emotional situations, the employees feels motivated and considered himself valued and important to be the part of that particular organization.

H1: Empathetic leadership is positively related to organizational identification.

2.7.2 Empathetic leadership and psychological contract fulfillment

Empathetic leaders understand the follower and shape-up the management system in a way that will change underrated performance into good performance, (Gavin et al., 1995; Heuett et al., 2018). Whenever there is emotional attachment between employees and managers is higher in nature, they kind of understand each other so well, which increase their performance level. Use of care, empathy and support will boost the worker's confidence, through which he/ she will be able to fulfill job requirements while working in a comfortable environment and that will overcome role ambiguity (House & Rizzo, 1972; M. Mayfield & Mayfield, 2012a; Rizzo et al.,1970) and creating greater self-efficacy and confidence in the follower (Bandura, 1977; Stajkovic & Luthans, 1998). This understanding behavior of leaders will enhance the worker's security and with comfort they will put efforts and try to mold the job tasks in a creative and innovative way, (M. Mayfield, 2009a, 2009b).The front-runner's understanding enhance extra enactment with the worker and creates a sense of psychosomatic protection and care for the follower (Edmondson & Lei, 2014; M. Mayfield & Mayfield, 2012b).

Psychological contract fulfillment is the total estimation of fulfillment of all the requirements in the manager and worker association. (Colquitt et al., 2014; Robinson and Morrison, 1995) PCF, will help the employees to overcome the intention of job quitting, and will increase organizational commitment, and extra role job behaviors, (Collins, 2010). Whenever, employees get this idea that the organization has delivered more than what they have assured in the time of contract, like greater increase in payroll, and other career related opportunities in the form of career success and development, they will do long term commitments with the organization, (Wayne et al.,1997). PCF is significantly related to worker's behavior towards, job contentment, organizational assurance, organizational faith, nonappearance, job quitting aim, performance, organizational residency comportment and organizational identification, (Deery,2006 & Deery,2015). The pervious literature shows that PCF, is confidently related to leaders positive behaviors and attitude, (Turnley 2003) and empathy care and love is utmost positive attributes of humans. When leaders have enough empathy towards employees, they will give extra benefits in the form of salary, flexible employed times, job safety, drilling chances, and pleasant, enjoyable work setting, (Restubog, 2008).

H2: Empathetic leadership will be positively related to psychological contract fulfillment.

2.7.3 Psychological contract fulfillment and organizational identification

Organizational identification is the employee's point of view in demonstrating organization and identifying themselves as the part of the organization, (Ashforth et al.,1989). Whenever workers considered themselves to be connected with the firm, they start feeling the love and association towards

the organization, with the addition of fulfillment of their own needs and wants, (Haslam et al.,2000, Johnson, 2008) Employees considered his/her leaders's identity as his/ her own social personality (Zagenczyk,2011).Masterson and Stamper (2003) shared that organizational identification enhance the connection of employees withbthe firm and managers, which will increase their recognition with the organization. So, in order to calculate the relationship quality between employee and employer organizational identification is important parameter in that. Psychological contract is the vital force of organizational identification, (Rodwell, 2006).

PCF shows that employees working in a particular organization with their job satisfaction depict their fulfillment of contracts with the organization, (Masterson, 2003). This enhances increase psychosomatic comfort and lowered the expressive tiredness (Gakovic, 2003, Gracia, 2007). The employees being satisfied with the promises reduce employees' vagueness, thereby encouraging Organizational identification (Rodwell, 2006). In past studies it has been observed that organizational identification being studied as mediator between different variables e.g psychological contract, job commitment, satisfaction and extra role performance,(Lu, 2016).Employees who feel fulfillment of contracts perceive that they are fully satisfied with the organization that meet their hopes in terms of financial appreciation,

social and emotional maintenance, and fair treatment. Workers' observed that PCF can result in faith, devotion, and organizational identification, by which in the result stimulate their organizational citizenship behaviors (Rousseau, 1995).

H3: Psychological contract fulfillment is positively related to organizational identification.

2.7.4 Mediating role of psychological contract fulfillment between empathetic leadership and organizational identification

In the growth of worker reliance, leaders must use the sense or care empathy and affection as a system to attract employees and attain objectives and escalate organizational efficiency (Conger and Kanungo, 1988). Empathetic leadership is the type of leadership, where employee can feel safe and secured while working in the organization. Having sufficient amount of care and love by the manager. The past studies on the psychological contract fulfillment notices that it reflects the employee-employer relationship. The more this relationship is stronger the more it is beneficial for organizational growth and development, (Dabos and Rousseau, 2013; McDermott et al., 2013; Rousseau, 2001).

All of the studies show optimistic results of psychological contract fulfillment. In addition to leadership perception empathetic is also a type of leaders that influence the employees in a positive way. (Vecchio et al., 2010; Liu et al., 2003). If workers sense that their manger understand, support their social and emotional needs and show empathy towards them (Nederveen et al., 2010) they consider that employers fulfill their requirements, and obligation (Agarwal and Bhargava, 2014; Bhatnagar, 2014); thus, as a result staff members will depict the positive reaction towards the employers and will value this relationship for longer period of time and will do career commitments with the organization. (Coyle & Kessler, 2000). So, whenever staff members working in a particular environment sense that their psychological contracts are rewarded, being trusted by the supervisors their performance level increase. Organizational identification is the employee's point of view in demonstrating organization and identifying themselves as the part of the organization, (Ashforth, 1989). In past studies it has been observed that organizational identification play the role of mediation between different variables psychosomatic agreement, job commitment, satisfaction along with extra part presentation, (Lu, 2016). Employees who feel fulfillment of contracts perceive that they are fully satisfied with the organization that meet their hopes in terms of financial appreciation, social and emotional maintenance, and fair treatment. Workforces' supposed PCF can affect in faith, devotion, and organizational identification, which in the result will satisfy their administrative nationality deeds (Rousseau, 1995).

H4: Psychological contract fulfillment will play the role of mediator among the empathetic leadership and organizational identification.

2.7.5 Moderating role of psychological contract types between empathetic leadership and organizational identification

Psychological contract is the individual's point of view, and his/her beliefs regarding mutual responsibility between employee and employers' association, (Rousseau, 1989). Each participant of the contract embraces different insights of shared obligation, (Robinson et al.,1994). Psychological contracts are based on exceed expectation. It is an understood, accepted and nonverbal hopes of workers and managers (Schein, 1978). Psychological contract is the confidence of the participants that the instructions and guidelines are acknowledged by them, (Robinson and Rousseau 1994). Two important types of contracts are enlightened by, MacNeil's (1985). One is transactional contract, other are relational contract.

Transactional contract holders are appointed by the organization to complete the existing obligations. On the other hand, relational contracts are for extended time period in nature, with broad responsibilities. There is the give and take of social and emotional components like faithfulness, trustworthiness, care, and commitment (Raja et al., 2004; Robinson et al 1994; Rousseau, 1990; Rousseau and McLean Parks, 1993). Generally, in relational contract, companies employ workers and tutor them for their upcoming requirements (Miles and Snow, 1980). Rousseau (1990) argues that in relational contract personnel want to make a long-standing connection with their organizations. Empathetic is the one who can understand the employee's emotional situation and cater their needs effectively, Kock et al., (2018). Empathy is the vital factors in the organizational growth, (Edmondson & Lei, 2014). Having empathy for the staff members, employers can easily develop optimistic, supported and extended affiliation with their employees, (Owens & Hekman, 2016).

Empathetic leadership is the positive behavior on the behalf of employer and in return the employees will reach affectively in the form of commitment, loyalty, and identification when their expectation is fulfilled and their situation being well understand by their leaders, Lock (1976). Whenever the employees feel that their expectations are fulfilled, and they get ample amount of love, care and affection from the employer in a time of need they will be more committed and loyal towards that organization. As Relational contract centered on interchange of socio emotional components such as devotion, obligation, faith and confidence, in the result of workers having relational and long-term contracts will be contented (Raja et al., 2004; Robinson et al 1994; Rousseau, 1990; Rousseau and McLean Parks, 1993). From the previous literature it has been noticed that empathetic leadership affect the performance of the employees in a positive way, also enhance their job satisfaction and innovation, (Judge et al., 2002; Petty,1984). Employees when get emotional support from their managers, they get comfortable, and manager's concerns make them feel important part of the organization.

This leads to long term relation between employee and employer. Similarly, the previous literature on relational contracts stated that it is long term, socially and emotionally based contracts, being dedicated, faithful and honest towards the organization. (Raja et al., 2004; Robinson et al 1994; Rousseau, 1990; Rousseau and McLean Parks, 1993) Whereas transactional contracts are short term oriented, based on monetary benefits with almost no commitment and loyalty towards the organization, Rousseau (1990). Simlarly, Meyer and Parfyonova (2010) study the psychological contract with the emotional and standardizing requirement when; (a) they are based on moral basics, (b) they are change makers and magnetic chief, or (c) they are working alongside socialist values. Organizational identification is the degree to which employees identify themselves as the part of the organization where they do their jobs, and show their guaranteed level towards that organization, Greenberg and Baron (2008). Whereas

relational contract is the emotional exchange of social-emotional resources in the long term, in this scenario, the workers will observe that in interchange for his devotion and faithfulness he will have greater chances of possible promotions to extend his profession in the company and will get the amount of job security.

The transactional contracts based on an financial interchange (Rousseau, 1995). Employees with a transactional contract, employees are more into their own needs and desires, they have nothing to do with the organizational commitment and loyalty, and they prefer their monetary benefits, Meyer and Parfyonova (2010). Another study by Thompson and Bunderson (2003), suggested that when employees aligned their achievements and objectives with the organizational goals and objectives, she/her would willingly make some sacrifices. Similarly in relational contracts they identified themselves with the organization and continue to cooperate the organizational for long term and will have the certainty to be the part of the organization. Under these concepts, it has been noticed that relational contracts have

positive relationship with commitment and endorse contentment even if there is less economic association among them i-e (transactional contracts) Shamir, 1990; Aguilera et al., 2007). Literature shows when are having relational contacts with the companies, they identify themselves more with the organization and will exhibit in commitment and loyalty, whereas transactional contract economically based and short-range oriented employees exhibit low identification and alignment with the organization (Morrison and Robinson, 1997; Raja at al., 2004; Rousseau, 1990).

H5 a: Relational contract will strengthen the relationship between empathetic leadership and psychological contract fulfillment.

H5 b: Transactional contract will weaken the relationship between empathetic leadership and psychological contract fulfillment.

Chapter 3

Methodology

3.1 Research design

In this study, the research design was quantitative in nature. Quantitative research design is deductive approach. On the bases of theory, we tested our hypotheses. Time lagged research design was used. Data was collected in different time spans separated by 2 weeks gap. At time 1, data for IV (empathetic leadership), and moderator (psychological contract types i-e relational and transactional) was collected. At time 2, data was collected for mediator (PCF). At time 3, data was collected for DV (organizational identification). We adopted the existing valid instruments in English. Unit of analysis were individual employees.

3.2 Sampling technique and sample size

Employees working at non-managerial positions in banking and education sectors.

We collected data from the employees working in banking sector, and education sector including colleges, and universities of Islamabad & Rawalpindi. Convenient non-probability sampling was used in this study, because Convenience sampling is the easiest, simplest, and cheap way of data collection. Easily available respondents were approached for collecting data. It is an affordable way of gathering data, saves time with limited rules and regulations on how the data should be collected. It's not possible to include all the population of twin cities so this technique is convenient for this research (Given ,2008). A sample of 340 respondents were selected according to rule of 10 (34*10=340) from different banks, colleges and universities of twin cities i-e Islamabad & Rawalpindi.

3.3 Data collection procedures

Quantitative structured and web-based questionnaires were used. We used the existing developed and prior used instruments. Self-administered questionnaires were distributed among the employees from banking and educational sectors in twin cities. 500 workers in the banking and educational sectors were given questionnaires; 422 of them responded at time 1, yielding an 84.4% response rate. The questionnaires

were sent to 500 workers in these sectors. Following a gap of roughly two weeks, time 2 surveys were given to the same participants. Unusable and incomplete data were removed, and 354 responses were retrieved (response rate for time 2: 83.8%). In the end, at time 3, 347 questionnaires were sent out, and 340 responses were returned; 7 of these were rejected due to missing information, yielding a 96% response rate this time. For the three time-lagged study, the overall response rate is 68%, resulting in a total sample size of 340 responses.

3.4 Measures & Reliabilities

3.4.1 Empathetic leadership

To measure empathetic leadership, we will used (Mayfield &Mayfield, 2015) scale that is consisted of five questions with a 5-point Likert-type scale. Examples of the questions included "My supervisor gives me praise for my good work." The scale had reliability α 0.98

3.4.2 Psychological contract fulfillment

To measure PCF, 5 items scale to assess respondents' perceived fulfillment of the psychological contract (Robinson and Wolfe Morrison,2000). The survey asked the respondents to reply on a 5 Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). The scale had reliability α= 0.93

3.4.3 Organizational identification

A 6-item scale will be used to measure organizational identification developed by Mael & Ashforth (1992). Followed 5-point Likert scale ranged from 1, (strongly disagree) to 5, (strongly agree). Scale including sample items "I am very interested in what others think about my organization" and "This organization's successes are my successes". The scale had reliability **α=0.93**

3.4.4 Psychological contracts
3.4.4.1 Relational psychological contracts

09 items scale by Millward and Hopkins (1998) was used to measure relational psychological contract types. Responses were on five–point scale ranging from 1 (strongly disagree) to 5(strongly agree). The sample item for relational contract is, "I expect to grow in this organization". The scale had reliability α=0.92

3.4.4.2 Transactional psychological contracts

09 items scale by Millward and Hopkins (1998) was used to measure transactional psychological contract types. Responses were on five–point scale ranging from 1 (strongly disagree) to 5(strongly agree). The sample item for relational contract is, "I work only the hours set out in my contract and no more". The scale had reliability α= 0.91

TABLE 1.1

Variable Instruments Summary

Sr. #	Variable	Authors	No. of items	Cronbach α Reliability
1	Empathetic leadership	Mayfield &Mayfield, 2015	05	.96
2	Psychological contract fulfillment	Robinson and Wolfe Morrison ,2000	05	.93
3	Organizational identification	Mael & Ashforth ,1992	06	.93
4	Relational psychological contract	Millward and Hopkins (1998)	09	.92
5	Transactional psychological contract	Millward and Hopkins (1998)	09	.91

3.5

Control variables

Different demographics variables were used in the present study such as gender, age, education and experience. These demographics were examined by running One-way ANOVA test to know about the control of current study. Control variables are those that must be controlled since they strongly affect the study's results, if they are not, the results will be impacted. For this present study, an analysis of variance test was conducted for the study demographics and study outcomes. The results show that all the demographics are above the significance level. The results of the analysis of the variance test are described below:

Table 1.2 *Analysis of variance Test*

Control variables	*OI*	*OI*
	F	*Sig*
Age	*.409*	*.873*
Gender	*1.71*	*1.91*
Education	*1.35*	*.249*
Experience	*.063*	*.939*

3.6 Data Analysis Techniques/Methods

SPSS and AMOS are used to analyze data. Data were first entered into the SPSS. To identify flaws in the data, descriptive analysis and frequency tests were then performed. Missing values were then addressed. The hypothesis was tested using regression analysis, correlation analysis, and reliability analysis. Confirmatory factor analysis, or CFA, was used to determine the measures' discriminant validity. To test proposed correlations, Preacher & Hayes (2004)' process technique is applied.

3.7 Confirmatory Factor Analysis

Confirmatory factor analysis (CFA) is used for the inspection of the variables' items and discriminant and convergent authenticity. Using AMOS 22.0 software, to examines the factor arrangements of different types of constructs.

In order to assess the quality of fit, several fit indices are presented here, including Chi square ($\chi 2$), the Root Mean Square Error of Approximation (RMSEA) value, the Comparative Fit Index (CFI), the quality of Fit Index (GFI), the Normal Fit Index (NFI), and others.

To guarantee the different authenticity among the variables, the variables were temporally separated among several time lags; however, factor analysis was carried out for the variables that were sampled simultaneously and provided by the same source. An unconstrained model with two factors was contrasted with.

Two pairs of CFA were performed where one-factor versus two-factor models were tested alternatively. First pair included Empathetic leadership (Time 1, self-report) and transactional psychological contracts and relational psychological contracts (Time 1, self-report). Second pair comprised of independent variables: empathetic leadership, relational and transactional contract types, psychological contract fulfillment(Time 2, self-report), and organizational identification (Time 3, self-report).

The results of first pair of CFA validate that two-factor model involving Empathetic leadership (Time 1, self-report) and transactional and relational contract types (Time 1, self-report) ($\chi^2 = 510$, df = 230, χ^2/df = 1.5, CFI = .84, GFI = .98, AGFI = .79, NFI = .82, RMSEA = .03) showed better fit as compared to one-factor model ($\chi^2 = 3714$, df = 527, χ^2/df = 7.04 CFI = .76, GFI = .76, AGFI = .66, NFI = .73, RMSEA = .13).

35

The second pair of analysis shows : empathetic leadership, relational and transactional contract types (Time 1, self-report) psychological contract fulfillment(Time 2, self-report), and organizational identification (Time 3, self-report) is (χ^2 = 88.23, df = 35, χ^2/df = 2.39, CFI = .99, GFI = .95, AGFI = .91, NFI = .97, RMSEA = .05) is a better fit as compared to one-factor model (χ^2 = 406.34, df = 3509, χ^2/df = 10.42, CFI = .89, GFI = .82, AGFI = .70, NFI = .81, RMSEA = .18).

Table 1.3 Results of confirmatory analysis

Measurement Models	χ^2	Df	χ^2/Df	CFI	GFI	AGFI	NFI	RMSEA
EL-PCR & PCT (2 factor)	**510**	**230**	**1.5**	**.84**	**.98**	**.79**	**.82**	**.03**
EL- PCR & PCT (1 factor)	3714	527	7.04	.76	.76	.66	.73	.13
Full measurement model (2 factor)	**88.23**	**35**	**2.39**	**.99**	**.95**	**.91**	**.97**	**.05**
Full measurement model (1 factor)	406.34	3509	10.42	.89	.82	.70	.81	.18

Better fit indices are shown in bold.

Chapter 4
Results

4.1 Sample characteristics

We collected data from various companies of Islamabad and Rawalpindi i-e banks and educational sectors. As individuals have diverse characteristics regarding working experience, age, gender etc. the final sample includes 62% males and 38% females aged between 20-60 years. Some respondents had bachelors level qualification and rest were masters and above. Furthermore, the total and present job period was between 6 months to 30 years.

4.2 Descriptive Statistics

Mean values, standard deviations, Cronbach alpha reliabilities of variables and bivariate correlation of main variables are reported in Table 1.

The mean value and standard deviation (SD) Empathetic leadership was found to be 3.32(SD=1.33); for psychological contract fulfillment, 4.21 (SD=1.06) for organizational identification, 3.37 (SD=1.99) for Transactional psychological contract and relational psychological contract ,3.11(SD=1.43) and 3.2 (SD=1.68) respectively.

4.3 Bivariate Correlations

The bivariate correlation results shows that empathetic leadership (T1) has a positive and substantial correlation with psychological contract fulfillment (T2) (r = .33, p < .01), organizational identification (T3) (r = .33, p < .01) and relational psychological contract (T1) (r = .241, p < .01) and transactional psychological contract (r=.231 p<.01) yet negative significant correlation with transactional psychological contract.

Psychological contract fulfillment (T2) is significantly and positively related to relational psychological contract (r=.56 ,p<.01) and transactional psychological contract(T1) (r = .66, p < .01), also psychological contract fulfillment (T2) is significantly and positively related to organizational identification (T3)(r=.64,p<.01)

Table 4.1: Means, Standard deviations, Correlations, and Reliabilities for the main variables of interest in this study

		Mean	SD	1	2	3	4	5	6	7	8	9	10
1	**Age**	1.57	0.54	1									
2	**Gender**	1.32	0.46	.12*	1								
3	**Edu**	2.07	0.97	.10*	.15*	1							
4	**Exp**	2.06	0.25	.11*	.12*	.9	1						
5	**EL**	3.32	1.33	-	-	-	-	1					
6	**PCF**	4.21	1.06	-	-	-	-	.02	1				
7.	**OI**	3.37	1.99	-	-	-	-	-.13*	-.01	1	(.96)		
8.	**PCR**	3.2	1.68	-	-	-	-	-.07	-.09	.77**	1	(.91)	

| 9. | **PCT** | 3.11 | 1.43 | | | | | -.29** | -.07 | .59** | .59** | 1 | (.92) |

Note. N=340; Cronbach alpha reliabilities are in parenthesis.

*p<.05,

**p<.01

4.4 Process Analysis technique

The process analysis technique, as suggested by Preacher, Rucker, and Hayes (2007), was employed in this research in order to more thoroughly and accurately examine the causal links, as the conventional method of Baron and Kenny (1986) is insufficient for thorough conceptual clarity.

In order to investigate mediation, moderation, and direct impacts, Preacher and Hayes (2004, 2008) employed a bootstrapping system that provides confidence intervals to elucidate the indirect influences (Bouckenooghe, Clercq & Deprz, 2013; MacKinnon, Lockwood & Williams, 2004). It evaluates overall impacts and model strength at different moderator levels in addition to direct and indirect effects.

4.5 Tests for Moderation

The hypothesis H5 (a,b) suggest that PCR and PCT moderates the relationship between Empathetic leadership and Psychological contract fulfillment. Such that this relationship will be stronger well, when PCR of followers is high as opposite to low, similarly this relationship will be weakened when PCT of followers is high as opposite to low.

To verify these tests when using an SPSS macro, the independent variable, dependent variable, and moderators are added individually. Centering and creating interaction terms are not necessary because the software takes care of all of this if the appropriate macro choices are chosen.

4.6 Mediation Test

Hypothesis 4 predicts the mediation effects which suggest that psychological contract fulfillment mediates the relationship between empathetic leadership and organizational identification.

For dependent variable analysis is done to test hypothesis separately. SPSS macro helps in measuring indirect impact by normal theory approach.

4.6.1 Mediation of Psychological contract fulfillment on Empathetic leadership and organizational identification

Table 4 displays the results for direct effect hypothesis including hypothesis 1, hypothesis 2, and hypothesis 3 and mediation hypothesis 4. The positive relationship of empathetic leadership on organizational identification is proved ($\beta = .08$, se=.06 t = 6.51, p < .00), result shows that hypothesis 1 received complete support. The positive relationship of empathetic leadership on psychological contract fulfillment ($\beta = .10$, se=.16 t = 5.41, p < .00) results shows that hypothesis 2 received complete support. The positive relationship of psychological contract fulfillment on organizational identification, ($\beta = .34$, se=.05 t = 7.38, p < .00) results shows that hypothesis 3 received complete support. Hypothesis 4 regarding the mediation mechanism was tested, suggest that psychological contract fulfillment act as a mediator in the link of empathetic leadership and organizational identification, which held proved. The formal two-tailed significance revealed that the indirect effect was significant for organizational identification ($\beta = .08$, se = .02 t = 6.5, p < .00). Thus, Hypothesis 4 received complete support.

Table 4.2: Regression Results for Simple Mediation of psychological contract fulfillment between Empathetic leadership and Organizational Identification

Sr. No	Variable	B	SE	T	P
H1	Direct effect of EL on OI	.10	.16	6.51	.00
H2	Direct effect of EL on PCF	.08	.06	5.41	.00
H3	Direct effect of PCF on OI	.34	.05	7.38	,00
		Effect	**SE**	**Z**	**P**
		M	**SE**	**LL95% CI**	**UL 95%**
	Bootstrap results for indirect effects				
H4	EL-PCF-OI	.04	.02	.06	.09

Note. *n* =340. Unstandardized regression coefficients are reported. Bootstrap sample size =5,000. LL = Lower Limit; CI = Confidence Interval; UL = Upper Limit.

Table 4.3 Moderated regression analysis for the empathetic leadership and relational Psychological contracts and transactional psychological contracts Entitlement on Resentment.

| Predictors | Dependent Variable | | |
| | Organizational identification | | |
	B	R^2	ΔR^2
Empathetic leadership	-.61		
PCR	.-.28	.21	.05
EL*PCR	.28	.56	.08

Note: N = 340;
***p < .001.

Table 4.4 Moderated Regressions of Relational psychological contract empathetic leadership and psychological contract fulfillment

Sr No	Predictor	B	SE	T	P
	Psychological Entitlement as a moderator between empathetic leadership and psychological contract fulfillment				
1	Constant	3.18	.09	6.39	.00
2	Empathetic leadership	.27	.13	4.58	.00
3	PCR	.47	.12	.483	.00
4	EL*PCR	.28	.04	6.38	.00

Conditional direct effects of X on Y						
Psychological Entitlement	**Effect**	**Boot SE**	**T**	**P**	**LLCI**	**ULCI**
PE -1 SD (-.1.11)	-.02	.10	-.17	.86	-.21	.17

	B	SE	T	P	LL	UL
PE M (.00)	.36	.08	4.67	.00	.21	.52
PE +1 SD (1.11)	.75	.10	7.37	.00	.55	.94

Note: N=340. Unstandardized regression coefficients. Bootstrap sample size=5000; LL = lower Limit; CI = confidence interval; UL = Upper Limit.

Psychological contracts and transactional psychological contracts Entitlement on Resentment.

	Dependent Variable		
	Organizational identification		
Predictors	*B*	*R²*	*ΔR²*
Empathetic leadership	.27		
PCT	.47	.54	.51
PCT*EL	-.06		

Note: N = 340;
***p* < .001.

Table 4.5 Moderated Regressions of transactional psychological contract on empathetic leadership and psychological contract fulfillment

Sr No	Predictor	B	SE	T	P
	Psychological Entitlement as a moderator between empathetic leadership and psychological contract fulfillment				
1	Constant	1.5	.14	4.10	.00
2	Empathetic leadership	-.61	.10	-5.8	.00
3	PCT	-.28	.19	-1.4	.00
4	EL*PCT	-.06	.04	-1.6	.09
	Conditional direct effects of X on Y				

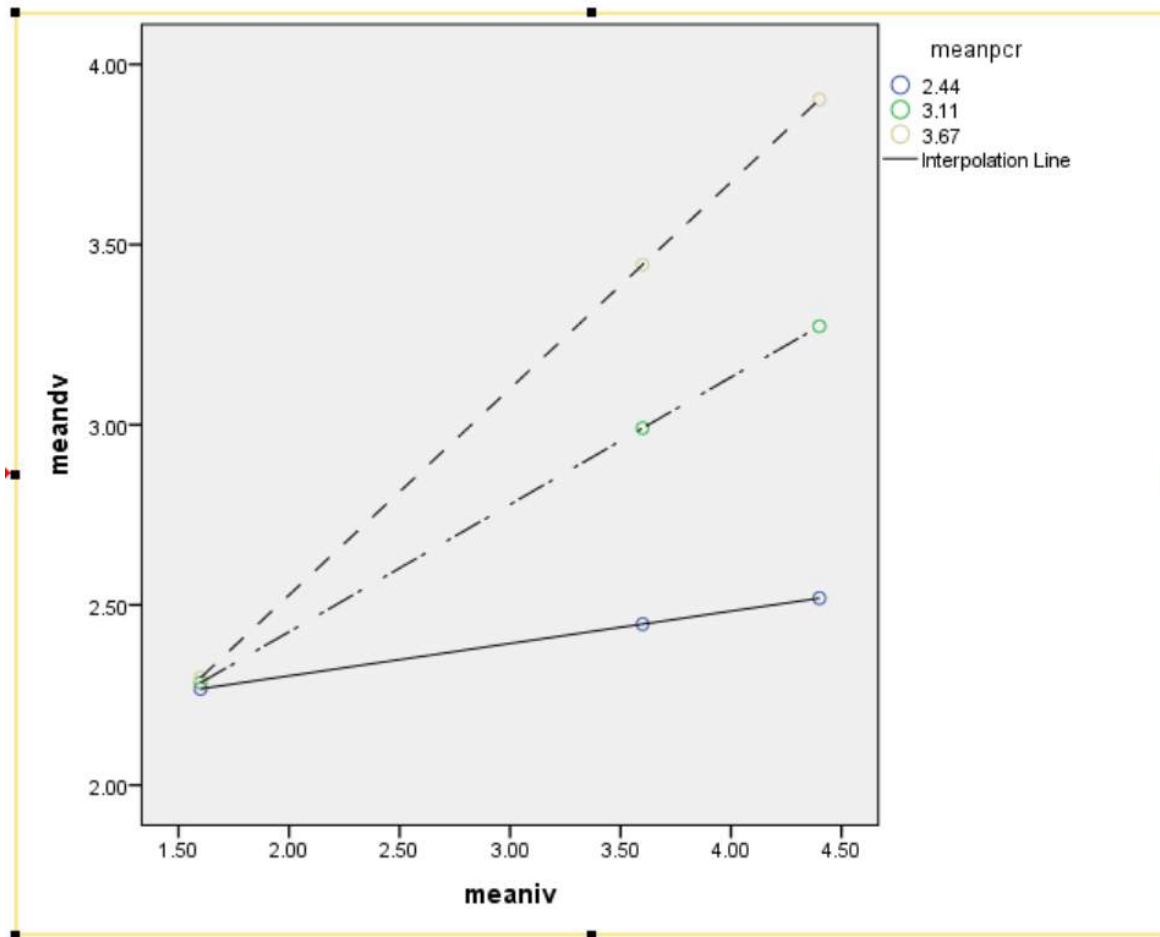| Psychological Entitlement	Effect	Boot SE	T	P	LLCI	ULCI
PE -1 SD (-.1.11)	-.02	.10	-.17	.86	-.21	.17
PE M (.00)	.36	.08	4.67	.00	.21	.52
PE +1 SD (1.11)	.75	.10	7.37	.00	.55	.94

Note: N=340. Unstandardized regression coefficients. Bootstrap sample size=5000; LL = lower Limit; CI = confidence interval; UL = Upper Limit.

4.7 Results of simple slope test for significant interactions

Graph
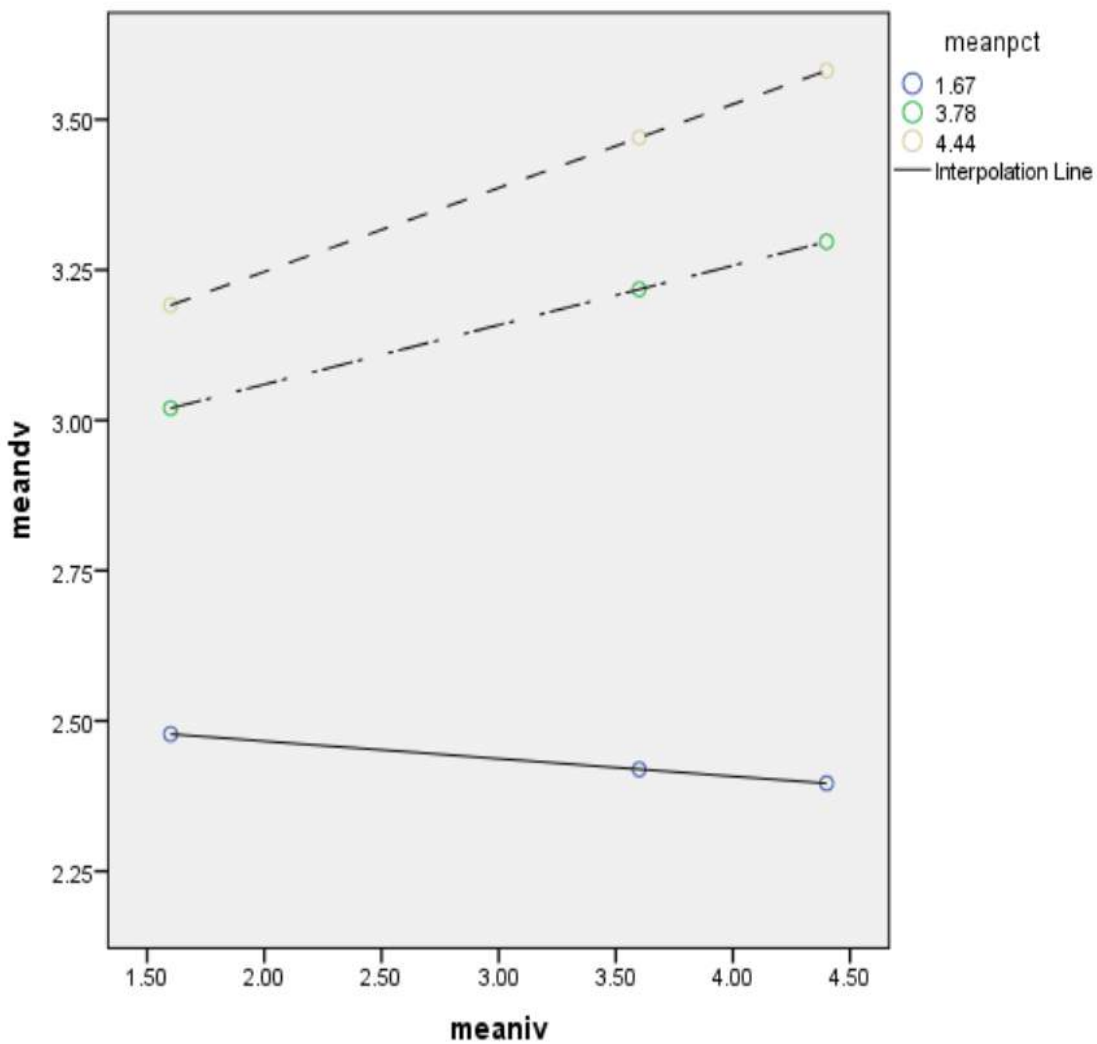
Graph

Hypothesis 5a proposed that PCR moderates the relationship between empathetic leadership and psychological contract fulfillment. Hypothesis 5a showed full support (β= .28, ΔR^2 =0.08, p =.00). The two tailed significance test confirmed that the conditional direct influence was significant (Effect = .75 , Boot SE = .04, t= .63, p=.00). Moreover, the bootstrap results showed 95% CI which contains non-zero value (.55, .94).

Hypothesis 5b proposed that PCT moderates the relationship between empathetic leadership and psychological contract fulfillment. Hypothesis 5a showed full support (β= -.06, ΔR^2 =0.51, p =.00). The two tailed significance test confirmed that the conditional direct influence was significant (Effect = .75 , Boot SE = .04, t= -1.6, p=.00). Moreover, the bootstrap results showed 95% CI which contains non-zero value (.55, .94).

4.8 Summary of Hypothesis Results

		IV	DV	Results
1	H1	Empathetic leadership	OI	Fully Supported
2	H2	Empathetic leadership	PCF	Fully Supported
3	H3	Psychological contract fulfillment	OI	Fully Supported

b. Mediation Results

Sr. #	Hypothesis No	IV	Mediator	DV	Result
4	H4	EL	PCF	OI	Supported

c. Moderation Results

Sr. #	Hypothesis No	IV	Moderator	DV	Result
6	H5a	EL	PCT	PCF	Supported
7	H5b	EL	PCR	PCF	supported

Chapter 5

Findings and discussion

5.1 Discussion

Effective leadership has strong impact on employee's positive behavior. Research depicts those emotional capabilities, such as having empathetic feeling of understanding others will help to get long term interactive association and will have positive outcomes as loyalty and commitment (Goldstein & Michaels, 1985). Empathetic leadership has emerged in the past few decades and grab the interest of researchers and practitioners (Mayfield and Mayfield, 2009a, b). The prior research has studied diverse number of work-related outcomes like LMX relationship with motivating organizational citizenship behavior (LaJuan Perronoski Fuller, 2023).

This study contributed to the available research by examining the effect of empathetic leadership on organizational identification with psychological contract fulfilment and psychological contract types i-e relational psychological contracts and transactional psychological contracts. Furthermore, the past study has not presented the relationship psychological contract fulfilment and types. This study is unique because it enlightens how OI is advantageous in enhancing employees' commitment in the form of psychological contract fulfilment. Building on SI theory (Tajfel et al,1971), this is hypothesized that psychological contract fulfilment acts as an underlying mechanism in empathetic leadership and organizational identification. According to (Gibney et al,2000), psychological contract fulfilment will upboost employee's faith towards the organization which will in return, high their obligation, fulfilment and task enactment simultaneously. The current study contributed that how empathetic leadership has positive impact on increasing employees' commitment and satisfaction towards the organization. This study reflects that empathetic leadership play a significant role in employees' work behavior, because when leaders understand their emotional needs, and show care and empathy towards them, then it will for sure leads towards more positive attitudes and behavior, also enhances the relationship quality between supervisor and an individual. The summary of all the results is reported in above table.

The study's findings supported all hypothesis based on the research's moderation and mediation analysis. EL has positive relationship with organizational identification. The results provided full support for H1,

H2 and H3, while they all have a positive association with empathetic leadership as well provided full support for H4.

5.2 Strengths of Study

This research will help to fulfill the gaps in emerging literature of empathetic leadership. The main idea for the empathetic leadership is that it focuses more on understanding others emotion and to take care of their actions, (Kock et al,2018). this particular study will play its role in the field of positive side of leadership that how it enhances performance of employees as well as organization identification. Thus, empathetic leadership can increase the level of commitment and identification in the form of psychological contract fulfillment. EL increase overall organizational and followers' productivity. No doubt there are much research who identified different leadership styles such as participative, transformational, servant and spiritual leadership in influencing employee's work-related outcomes (Chang et al., 2020), but the role of empathetic leadership on organizational identification and psychological contract fulfilment and psychological contract types must remain insufficiently studied. The current study extends the communication, identification and fulfillment domain by supporting EL in influencing followers' behavior. This study fills this gap to enhance the existing body of knowledge in a more efficient and effective way.

5.2.1 Theoretical Strengths

Social identity theory is used in this study to illuminate the proposed research model. According to Tajfel et al, (1971) people are likely to categorize themselves and others into several social groups i-e organizational associations, religious membership, age, gender etc. (Tajfel & Turner, 1986). Individual may be divided into various groups and different individuals may develop different categories of plans, the classifications are defined as "prototypical characteristics abstracted from the members'' (Turner, 1985 p. 20). The formation of group identities includes both the classification of one's "in-group" and "out-group" and the propensity to view one's own group with an optimistic preference to the out-group (Turner et al.,1987). The SIT theory consists of three components which are social categorization, social Identification and social comparison. The main emphasis of the social identity theory is that Individual feel more affiliation and maintains positive social identity towards the in-group. They give more importance to one's own group and this will ultimately lead to in-group favoritism and out-group discrimination. The proposed model stated that under the empathetic leadership, employees will get the feeling of love, care, understanding and empathy from their leaders, as a result it will generate the feeling of affiliation and affectivity in the form of organizational identification, they will categorize themselves in the organization. When they categorize themselves and identified within the organization, they will

feel more affiliation towards their workplace, it will promote employee creativity and pro environmental attitudes.

This study is aimed to consider the consequence of EL type on organizational identification with underlying mechanism of psychological contract fulfilment and moderating role of psychological contract types i-e relational and transactional contracts.

EL will have a strong influence on followers' organizational identification, it will enhance the commitment and satisfaction in the form of psychological contract fulfilment and relational and transactional contracts will moderate the relationship. Under EL follower show more positive work outcomes. No research has been taking place in this area, which has used SIT to examine the proposed research model. Thus, this piece of research will be the addition to the literature of Empathetic leadership.

5.2.2 Methodological Strengths

This research has different procedural intensities. No research has been done in this area, that used the time-lagged data to analyze the proposed model with corresponding moderating and mediating mechanism. Second, the current research has adopted a temporally segregated research design and questionnaires being used for data collection in time 1, time 2 and time 3 spans. And there was around 2 weeks gap between each time period.

5.3 Limitations and future directions

Like any other study, this one has certain limitations that, if resolved in the future, may pave the way for new research directions in the field of empathic leadership literature. First, future researchers are encouraged to build upon our findings by conducting further longitudinal research to investigate the relationship between cause and impact, by using three stages time span model. Other than that, self-reported methods have been used to assess the variables in this study and may limit the use of the widely used biassing method (Spector, 2006). Future researchers can extend the existing body of knowledge by introducing more dependent variables as we examined only one dependent variable such as feedback-seeking behavior. Future researchers will study the EL on other work-related outcomes such as satisfaction and commitment. This study focused only on psychological contract fulfillment as an

underlying mechanism, but the future studies may include other mediators such as citizenship behavior and performance management. Additionally, this study only examined moderator such as relational and transactional contract types, the future studies may include other variables like job security and training

and development. Finally, in the upcoming time researchers can use this model in other countries having similar and diverse economic situation, findings could be different there.

5.4 Conclusion

By summing up, this study provides novel contributions in existing literature especially in the literature of empathetic language because this phenomenon is less explored and need to be investigate in different scenarios. Moreover, another contribution of social identity theory with proposed framework, it is built on the assumptions of this theory. All the proposed hypotheses are fully supported and significant.

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1.Name: _____

2.Please write your month of birth with your name initials (e.g., if you are born in August and your name is Malik Ali then write (08MA): _____

3.Organizational Name: _____

Gender: Male   Female

1. Age:_____Years

2. Type of Organization   Government   Semi-Government   Private

3. What department are you currently working in?

    Finance   HR   Marketing   IT   Others

4. Educational qualification

    Bachelors   Masters   MS/M Phil   PHD   Above PHD

5. How long have you been working with your present company_____years?

6. What is your Total working experience_____years

Describe your perceptions about your organizational contract by using the scale below:

1 = Strongly Disagree	**2**=Disagree	**3**=Neither Agree nor Disagree	**4**=Agree	**5**=Strongly Agree

1	My supervisor gives me praise for my good work.	1	2	3	4	5
2	My supervisor shows me encouragement for my work efforts.	1	2	3	4	5
3	My supervisor shows concern about my job satisfaction.	1	2	3	4	5
4	My supervisor expresses his/her support for my professional development.	1	2	3	4	5
5	My supervisor shows trust in me.	1	2	3	4	5

1 = Strongly Disagree	**2**=Disagree	**3**=Neither Agree nor disagree	**4**=Agree	**5**=Strongly Agree

1	I work only the hours set out in my contract and no more.	1	2	3	4	5
2	My commitment to this organization is defined by my contract.	1	2	3	4	5
3	My loyalty to the organization is contract specific.	1	2	3	4	5
4	I prefer to work a strictly defined set of working hours.	1	2	3	4	5
5	I only carry out what is necessary to get the job done.	1	2	3	4	5
6	I do not identify with the organization's goals.	1	2	3	4	5
7	I work to achieve the purely short-term goals of my job.	1	2	3	4	5

Describe your perceptions about your organizational contract by using the scale below:

8	My job means more to me than just a means of paying the bills.	1	2	3	4	5
9	It is important to be flexible and to work irregular hours if necessary	1	2	3	4	5
10	I expect to grow in this organization.	1	2	3	4	5
11	I feel part of a team in this organization.	1	2	3	4	5
12	I have a reasonable chance of promotion if I work hard.	1	2	3	4	5
13	To me working for this organization is like being a member of a family.	1	2	3	4	5
14	The organization develops/rewards employees who work hard and exert themselves.	1	2	3	4	5

15	I expect to gain promotion in this company with length of service and effort to achieve goals.	1	2	3	4	5
16	I feel this company reciprocates the effort put in by its employees.	1	2	3	4	5
17	My career path in the organization is clearly mapped out.	1	2	3	4	5
18	I am motivated to contribute 100% to this company in return for future employment benefits.	1	2	3	4	5

<u>This questionnaire has to be filled after 1-2 weeks by the same</u>

QID:

Time 2 Date:

Describe your identification with your organization by using the scale below:

1 = Strongly Disagree	**2**=Disagree	**3**=Neither Agree nor disagree	**4**=Agree	**5**=Strongly Agree

1	When someone criticizes my manager, it feels like a personal insult.	1	2	3	4	5
2	I am very interested in what others think about my manager.	1	2	3	4	5
3	When I talk about my manager, I usually say 'we' rather than 'he' or 'she'.	1	2	3	4	5
4	My manager's successes are my successes.	1	2	3	4	5
5	When someone praises this organization, it feels like a personal compliment.	1	2	3	4	5
6	If a story in the media criticized this organization, I would feel embarrassed.	1	2	3	4	5

QID:

Time 3 Date:

Describe your perceptions about your contract fulfillment by using the scale given below:

1 = Strongly Disagree	**2**=Disagree	**3**=Neither Agree nor Disagree	**4**=Agree	**5**=Strongly Agree

1	Almost all the promises made by my employer during recruitment have been kept so far	1	2	3	4	5
2	I feel that my employer has come through in fulling the promises made to me when I was hired	1	2	3	4	5
3	So far, my employer has done an excellent job of fulling its promises to me	1	2	3	4	5
4	I have not received everything promised to me in exchange for my contributions	1	2	3	4	5
5	My employer has broken many of its promises to me even though I've upheld my side of the deal	1	2	3	4	5