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International Journal of
Trends and Innovations in Business & Social Sciences

Journal homepage: www.journals.irapa.org/index.php/TIBS



Impact of Participative Leadership on Employee Retention: Mediating Role of Co-workers and Supervisors Relationship

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ARTICLE INFO

Article history:

Received: March 13, 2023
Revised: June 21, 2023
Accepted: June 22, 2023
Published: June 30, 2023

Keywords:

Co-workers
Employee retention
Leadership relationship
Participative leadership
Supervisor support

ABSTRACT

The relationship between the leaders and subordinates plays a crucial role in a leaving or staying in the organization. This study will assess the impact of participative leadership, Supervisor relationships, and Co-workers on Employee retention. The mediation effect of Supervisor relations and Co-worker relationships is to be checked. This research study focuses on the banking sector and follows explanatory research using a quantitative method to investigate the core reason/issues that occurred between the supervisor and co-worker relationship and the role of higher management to create a positive relationship between them. Hayes process was used for data analysis. Sample size was 250 and the Convenience sampling method was applied. An online survey of questionnaire was conducted for data collection. Results shows that Participative Leadership, Supervisor relationship have a significant effect on Employee retention whereas Participative leader affects Co-worker relationship and Supervisor relationship. However, Co-worker relationship impact is insignificant on Employee retention. The mediation effect of Supervisor relationship is significant, and Co-worker is insignificant.

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1. INTRODUCTION

Many studies discovered that retention in the organization is highly impacted by the leadership approach. The mind-set of Leaders and subordinates also has an impact on employees' commitment to organizations. Kaye and Jordan-Evans (2002) underlined that a great boss has a good effect to retain the employee in an organization. The leadership approach can affect success/failure. Leaders should question sessions from itself regarding their decisions,

biases, and expectations to avoid disturbed treatment of employees to decrease the turnover. This eventually results in higher motivations and organizational effectiveness.

The study investigated the connection between leadership and employee retention and considered the workplace as the mediating factor. Every leadership has its impact in two forms one positive, which will help the organization in maintaining employee retention and the other is negative, which increases the distrust between the co-workers and supervisors and make an impact on the quality of leadership in the organization and his will trigger the employee's decision to leave the organization. Organizations should retain talented employees for complete edge (Kiessling & Simsek, 2011). Once the employees are trained, motivated, handled and willing to give their best efforts in performance (Swailes, 2013) positive relationships will be generated as a byproduct, this is the factor that increase the chances that employee stayed in the organization (Pandey, 2019). We offer a series of recommendations to help them to perform leadership qualities and create supportive workplace

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How to cite:

Rajani, S. (2023). Impact of Participative Leadership on Employee Retention: Mediating Role of Co-workers and Supervisors Relationship. *International Journal of Trends and Innovations in Business & Social Sciences*, 1(2), 30–37.
DOI: <https://doi.org/10.48112/tibss.v1i2.530>

relationships between co-workers/supervisors to improve retention.

Though improved supervisor-subordinate interactions lead to increase in employee performance, has affected the co-worker relations and this have been seen as counter product to social work behavior. Weseler and Niessen (2016) discussed about how job crafting correlates to performance in task. Consequently, we can say that the relation between co-workers is crucial for organizational health (Sollitto & Myers, 2015). The bonding at work area is defined by the kind of association one has with a co-worker, like a manager- colleague, colleague, or mentoring association” (Sias, et al., 2012). Hence, the relations between the peers define the encouraging relationships and assistance in workers of organizations.

Employees rarely leave an organization, but they often leave their bad managers (McCrae, 2020). Quality of Leadership, Employee-Supervisor relationship and relationship with Co-workers may play an important role in the retention of any employee. Organizations put less emphasis on these factors and often struggle with the retention of talent. The current study will investigate how participative leadership and the quality of co-worker relationships and supervisory relationships influence employee retention intention. Organizations suffer financial losses if they are not able to retain the existing high-performing employees to overcome the issue we have to make policies around establishing the quality of participative leadership and the quality of employee supervisor and co. worker to reduce the financial losses of the organization.

All existing researches conducted on Employee’s Retention, explored the factors like Work Environments, Salary Benefits, and Job Satisfaction. Limited studies are available on factors like Participative Leadership and the relationship among the employees in workplace. We are exploring the impact of the Participative leadership, Supervisors and Co-workers relationship in our study and try to analysis the impact of this gap.

This study is aimed to examine how Participative Leadership influence employee retention through mediating the role of Co-workers and Supervisory relationship in the workplace.

- To assess the impact of Participative Leadership impact on Employee Retention
- To assess the mediating role of Supervisor relationship between Participative Leadership and Employee Retention
- To assess the role of Co-worker relationship between Participative Leadership and Employee Retention

2. LITERATURE REVIEW

Leader-Member Exchange Theory

Graen (2013) states it in collaboration of Mary Uhl-Bien in the late 70s contributed in the theory. It is majorly focusing on related terms between the two major contrasting stages of employees within the organization. The study was conducted to evaluate the way two employees make a bond with each other and how this relationship will make a

positive/negative impact on organizational growth. (Erdogan & Bauer, 2015).

Per assumption, leaders create numerous interactions with their trainees and named one group “in-group” and the other the “out-group”. Now, supervisor will give more attention to the in-group members and allow access to more administrative assets. The member of the second group “out-group” receives comparatively less attention and lesser assets. Both group members are identified based on their parallels relating to attributes like age and personality (Mone & London, 2018). Based the on leader’s recommendation, any competent employee can be part of an in-group based on their job performance. The prominent strength of others of theory is its focus on crucial relations of supervisors and subordinates. It emphasizes on the significance of exchange of ideas for leadership positions.

Per theory, an environment that has the capability of motivating the employee would make a huge effect on overall growth of an organization to accomplish the set goals. Care about the advantages of a wonderful relationship, an organization needs to reinforce the attachment between the managers and assistants. In addition, to retain the employees, organizations should make every single effort to determine the factor that helps improve the association between managers to retain the employees (Rotemberg & Saloner,1993). However, the qualities of the relationships can be measured based on the level of faith, reliability, assistance, and respect for each other in a team. These are the characters that exhibited how a subordinate should be treated by their seniors within the organization. If subordinates will get the job suits their capabilities and leaders are providing the proper guidance with positive feedback and recognize their efforts then the relationship between employees and his immediate managers will extends the employee’s tenure in an organization (Michael, 2008).

Hypothesis 1 - Participative Leadership increases employee retention within organization

Effect of Co-Worker Influence on Employee Retention

Jasper (2007) stated that the out of many reasons the most common excuse used by employees to leave their job was the workplace stress and pressure and that too because of poor relationship amongst the colleagues. Pitts, et al., (2011) further stated that the retention of employees is related to the employee satisfaction he attained by having healthy work culture and good relationships with other employees. The support provided by the Co- during the high time of individuals will be considered as one of the important factors that makes a positive impact on a variety of attributes like job satisfaction, productivity, and happiness.

Stated by (Cobb, 1976) that the support from co-workers gives a belief to individuals that he/she has value in the team and is being loved by the others and they care about his well-being. (Behr & McGrath, 1992) further, the relationship of co-workers can be stated as their eagerness to support one another (e.g., loving, friendly, understanding, collaboration, zero gossiping and backstabbing, admiration, appreciate, and assistance) during the routine job process to reduce problematic circumstances and this will help in establishing a pleasing workplace (Frone, Russell, & Cooper, 1997). Bateman (2009) claimed that the support amongst the co-workers considered as a component of employee

retention. Here support is referred to as the help a co-worker received when he needs to perform activity like, sharing of work knowledge, praise, and expressive support. Various studies that worked on monitoring the relations between co-worker support and job satisfaction always have (Babin & Boles, 1996) focus on emotional wellbeing support's impact.

Hypothesis 2 - Quality of Co-worker relationship improve employee retention

Supervisory Support and Employee Retention

In the workplace, the Employees relationship with supervisor is considering as the important aspect in workplace (Walsh & Taylor, 2007). It is considered that the relationship of subordinate and supervisors is an inspiring factor in the workplace. A feel of belongingness being appreciated is to ask of employees as human beings. They need a health workplace and support from their supervisors for personal growth. In general, if employees has strong and positive relationship with supervisors it will help them getting motivated to continue in organization for longer period and decrease turnover.

A supervisor in an organization plays a vital role and is representative of the management amongst the employees. He will supervise the subordinates closely and keep employees informed or motivated about the organizational goals and values. The support from the supervisor always plays an essential part in substantially stating and specifying encouraging work in an organization (Suifan, et al., 2018). If the equation between a supervisor and its employee is weak, the level of support will be worst then we imagine (Deluga, 1998).

Hypothesis 3 - Relationship with supervisor increases employee retention

Co-worker Relationship with Leaders

Existing studies had demonstrated that there is a significance of a state-of-the-art and exciting work environment. It has proportional impact on state of mind and the behavioral connect of employees. The outcomes of the studies are like; the researchers have hypothesized organizations as webs of associations (Wheatley, 2001). Hence, the type of assignments (e.g. challenge, variety) and style of leadership are one of the driving factors of impact that organization have on its work engagements (Macey & Schneider, 2008). A workplace comprises of employees, Leaders, Co-workers, and everything about it. An impeccable bond between mentioned actors encourages a health work area. Therefore, if organizations are planning to enhance their employees' commitment to reduce turnover, a congenial workplace atmosphere is always preferable over a negatively charged workplace (Szamosi, et al., 2004). A better work conditions at any workplace will lead to the significant growth of emotional attachments within co-workers (Hodson, 2001).

Hypothesis 4- Participative Leadership improves co-worker relationship.

Leadership Relationship with Supervisor

The leadership style will be considered as major factor in case of employee retention. The connection between Leaders and supervisors plays a decisive role in employees' retention. The supervisors are the "human face" of the organization

and leaders will act as the human face of the organization. Davis-LaMastro (1990) recommended that employees take on the organization is strongly concerned with relationship between them and supervisors. The employee turnover intentions will become less and the will more engaged with the organization if leaders provide support and manage a good relationship with the supervisor. Managers cooperate as a guarantee to execute application between prospects and said objectives.

By complementing outdoing mandates, Leader's manage the whole work environment. A leader pursued the strong work relationship with the workers then they will not look for the possible opportunity rather they continue in the organization. Personnel always leave due to workplace environment and not the jobs so a supporting leader is essential in such cases. The leaders that feels valued and feel appreciated will actively participate in achieving organization's goals and showcase productive behavior, which decreases nonattendance and rate of turnover intention r. The successful leadership approach can be discovered by formal and informal acknowledgment. Employees respond to appreciation, care, and reassurance, no matter if the environment is professional or personal. To ensure accurate performance appraisal leaders must discuss the progress with supervisors outside the time of the formal evaluation process. They assist workers to find the right place in the firm, not only move in the hierarchy next position.

Hypothesis 5- Participative leadership improves relationship of employees with supervisors

Supervisory Relationship Mediates Participative leadership and Employee Retention

Participative leadership is the process where we provide equal opportunity to all the members of the group or team to share their ideas and their point of views while making any decision and the come to a conclusion with consent from all the team members. This type of leadership builds the trust between the leader and its team and build a confidence amongst that their opinion matters for the organization in decision making. It is often known as the Leader-member exchange approach. It will help developing a strong and close bond between the supervisor and the members and gives a feeling of being privileged in subordinates.

As per pervious theories, there is no such concept or process where every member of team is involved. Usually, leaders select their best performers as supervisors and then supervisor selects the set of persons those are best performers in assigned roles and responsibilities. Here there is an opportunity for supervisors as well to make a strong bond with the leaders. There are multiple stages of relationship between the supervisors a subordinate where this relationship gets stronger and has a big impact on employee retention in organizations. This is not an overnight process instead it shapes up over the time. In the beginning when team is formed, the behavioural aspect of subordinates and leaders play a major role in process of establishing a relationship amongst them and as the time passes, the performance of the subordinates defines the relationship terms with their leaders. A high-end performance ensures a trust and respect between the twos. This will ensure that the employees feel more attached to assigned jobs and their passion and commitment increase day by day.

Hypothesis-6: Supervisory relationship mediates relation dependently and independently.

Co-Workers Relationship Mediates Participative leadership and Employee Retention

As it is mentioned in almost all the previous studies that the participative leadership is the most critical factor in employee retention for any organization. Any organization that has focus on establishing a transparent and worker friendly environment will have most reliable resources, and this will directly increase the employee satisfaction and intention to stay longer in the organization. A leadership that involve the participation of co-workers in decision making process in termed as the Participative Leadership here organization ensures that every individual will take part in decisions and ensures his participation so that decision can be made based on the majority of votes given.

This process increases the moral of employee and empower him to feel like his opinion is of any worth for its organization. It encourages the employee to stay longer and be loyal to the organizational goals as this has been setup based on his/her inputs and they make organizational goals their personal goals.

Hypothesis-7 Relationship with Co-worker mediates the relationship dependently and independently.

Conceptual Framework

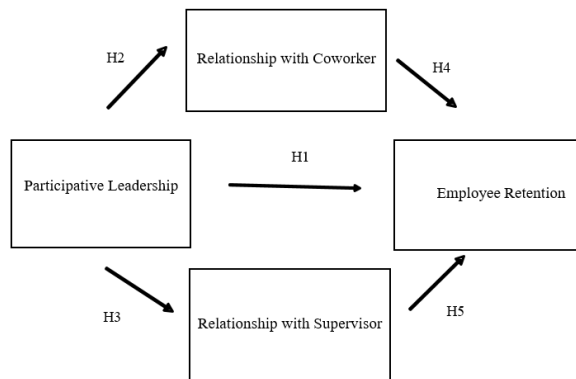


Figure. 1. Conceptual Framework

3. RESEARCH METHODOLOGY

The study followed the explanatory research to explore the problem that has not been studied in detailed before at a specific population. In other to perform data analysis, quantitative data of analysis of data in order to determine the finding of current study. The self-administrated survey instrument was developed by adopting existing with reliable and valid measure constructs of Participative leadership, Employee supervisors, Co-worker Relationship and Employee Retention. The questionnaire used in this study consists of two sections, the first section A is based on 42 items that were measured by four variables. Section B is based on a demographic section of the participants.

Convenience sampling was the primary data collection strategy because of ease of excess and permission. The minimum sample size is determinate of the basis of number of constructs in the model for each construct of the model

minimum 50 observations need to be collected (Hair, et al., 2016). Data was collected via Online Google survey form from professionals and the researchers' network. Collected data were analyzed using SPSS version 24 and AMOS version 21. Initially, reliability and validity were measured and ten-model fitness was assessed using confirmatory factor analysis (CFA).

4. RESULTS & FINDINGS

In order to test the reliability of the questionnaire, all variables were run on SPSS to measure the internal consistency between their items. The found Cronbach's Alpha values against each variable were greater than .6 to confirm the reliability.

Descriptive Statistics

There were 145 males and 105 females participated in the study. Data shows 58% males participated in the study and 42% female participated in the study. 115 individuals are between 20-30 age brackets that shows 46%. 77 individuals are between 31-40 that shows 30.8%. 42 individuals are in between 41-50 shows 16.8% and 15 are in between 51 and above that is 6.4%.

Table 1
Descriptive Statistics

	N	Mean	SD	Skewness	Kurtosis
ERM	250	18.19	4.764	0.198	-0.313
PLM	250	27.7	6.211	-0.256	-0.739
CRM	250	60.57	13.863	0.062	-0.649
SRM	250	17.16	4.624	0.022	-0.843

Table 1 shows the mean, median, standard deviation, Skewness and Kurtosis of the data. The results depict that the data collected was normal. This could be reflected with the values of kurtosis and skewness values lies in between -1 to +1 and -3 to +3 range.

Table 2
Correlations

	ERM	PLM	CRM	SRM
ERM	1			
PLM	.328**	1		
CRM	.214**	.424**	1	
SRM	.375**	.564**	.404**	1

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

Table 2 displays that the variable ERM is significant as its sig value is below 0.05 and it has a positive and moderate relationship with PLM at 0.32, and SRM at 0.35 and weak relationship with CRM at 0.21. PLM is also significant and has a moderate with positive relationship with ERM at 0.32 and CRM at 0.42. PLM has significant with positive and strong relationship with SRM at 0.56. CRM shows that it is also significant and have moderate and positive relationship with PLM by 0.42, and for SRM the strength of relationship is 0.40. CRM has positive with weak relationship with ERM at 0.21. SRM is also showing it is significant and it also have moderate and positive relation with ERM is 0.37, and CRM is 0.40 and CRM has strong relation with PLM at 0.56.

Confirmatory Factor Analysis (CFA) Structure Model

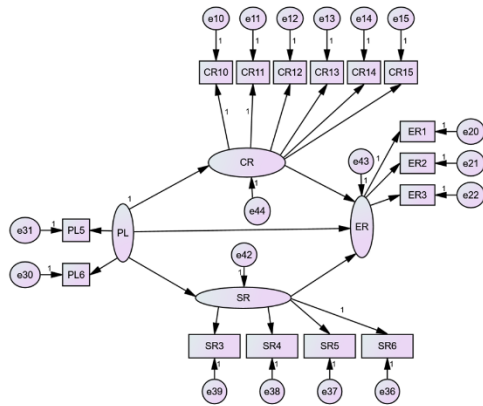


Figure. 2. Structure Model from Confirmatory Factor Analysis (CFA)

The above figure shows the structural model, which was derived from using the confirmatory factor analysis (CFA) and AMOS version 21 to test the measurement models. Model estimate the reliability of each variable that exist the relationship between the constructs and variables (Hair, et al., 2016).

Confirmatory Factor Analysis (CFA) Model Fit Statistics

A structural equation model generated through AMOS was used to test the relationships. A good fitting model was accepted if the value of the (CMIN/DF, the goodness of fit (GFI) indices is between >0.90-0.95 (Hair, et al., 2016). The confirmatory fit index (CFI) is > 0.90, the (AGFI) is expected to be slightly below the GFI, the PCFI is recommended to be above 0.08, and the root mean square error approximation (RMSEA) lower value considered better (Hair, et al., 2016) and should be preferably less than 0.05. All values have their respective common acceptance levels.

Statistical Results

Table 3
Participate Leadership & Co-worker relationship

	Coefficient	SE	t	P
Constant	5.8704	1.2093	4.8544	.0000
PLM	1.7740	.0381	46.5164	.0000

Table above shows the impact of Participative leadership on Co-worker relationship. Results shows that participative leadership has a significant impact on co-worker relationship (t=4.8544, p<0.05, coeff = 5.8704). R-square is 0.89 which means that there is 89% variation in Co-worker relationship by participative leadership and remaining variation is from other variables hence we can say that H2 is accepted.

Table 4
Participate Leadership & Supervisor relationship

	Coefficient	SE	t	P
Constant	9.0450	1.1410	7.9273	.0000
PLM	.2630	.0360	7.3097	.0000

Table above shows the impact of Participative leadership on Supervisor relationship. Results shows that participative leadership has a significant impact on supervisor

relationship (t = 7.9273, p < 0.00, coeff = 9.0450). R-square is 0.1773 which means that there are 17% variations in Supervisor relationship by participative leadership and remaining variation is from other variables hence we can say that H3 is accepted.

Table 5
Total Effect Model

	Coefficient	SE	t	P
Constant	2.2743	.6330	3.5930	.0004
PLM	.0596	.0542	-1.1007	.2721
CRM	.0530	.0287	1.8457	.0661
SRM	.1977	.0304	6.5014	.0000

Table above shows the impact of Participative leadership on Employee Retention. Results shows that participative leadership has a significant impact on employee retention (t = 1.1007, p < 0.05, coeff = 0.059). Similarly, results show that supervisor relationship has a significant impact on employee retention (t = 6.501, p < 0.05, coeff = 0.1977). H1 and H5 are accepted. However, Co-worker relationship and Employee Retention are not associated. Results shows that co-worker relationship has an insignificant impact on employee retention (t = 0.0661, p > 0.05, coeff = 0.0530). Therefore, H4 is rejected. R-square is 0.2246 which means that there is 22% variation in Employee retention due to participative leadership, co-worker relationship and supervisor relationship and remaining variation is from other variables not included in this model.

Table 6
Total, Direct, and Indirect Effects of X on Y

	Coefficient	SE	t	P
Constant	4.3733	0.5929	7.3758	.0000
PLM	.0863	.0187	4.6154	.0000

Table above shows the impact of Participative leadership on Employee Retention. Results shows that participative leadership has a significant impact on employee retention (t = 4.615, p < 0.05, coeff = 0.0863). R-square is 0.0791 which means that there is 7% variation in Employee retention by participative leadership and remaining variation is from other variables hence we can say that H1 is accepted.

Table 7
Indirect Effect(s) of X on Y

	Effect	BootSE	BootLLCI	BootULCI
TOTAL	.1459	.0537	.0380	.2099
CRM	.0939	.0519	-.0096	.0628
SRM	.0520	.0112	.0319	.0759

The above tables show the mediation effect in the proposed model. According to the bootstrapped results, there is significant mediation effect of supervisor relation between participative leadership and employee retention (as 0 does not fall between the bootstrapped confidence intervals). However, there is an insignificant mediation effect of co-worker relationship between participative leadership and employee retention (as 0 falls between the bootstrapped confidence intervals).

Summary of findings

Overall, the results of the present study suggest that participative leadership directly influences employee retention and through the relationship with the supervisor (which is a partial mediator). However, the relationship with the co-workers does not mediate the relationship between participative leadership and employee retention.

5. DISCUSSION AND CONCLUSION

Table 8
Summary of Hypothesis

Hypothesis 1- Participative Leadership increases employee retention within organization	Accepted
Hypothesis 2- Participative leadership improves co-worker relationship	Accepted
Hypothesis 3- Participative leadership improves relationship of employees with supervisors	Accepted
Hypothesis 4- Quality of Co-worker relationship improve employee retention	Accepted
Hypothesis 5- Relationship with supervisor increases employee retention	Accepted
Hypothesis 6- Supervisory relationship mediates relationship between Participative Leadership and Employee Retention	Accepted
Hypothesis 7- Relationship with Co-worker mediates the relationship Participative Leadership and Employee Retention	Rejected

In the above table which shows the hypothesis 6 and hypothesis 7 is the major hypothesis one parallel mediator is significant which is supervisor relationship, it mediates significantly and partially between participative leadership and employee retention whereas is the co-worker is not a parallel mediator.

Discussion

This study shows the results that supports the organization to take certain steps to apply in the banking sector. Employees are the main assets of every business hence they are to be supported and compensated accordingly. Firstly, the results show that Participative Leadership has a significant impact on Employee retention. If subordinates will get the job suits their capabilities and leaders are providing the proper guidance with positive feedback and recognize their efforts then the relationship between employees and his immediate managers will extend the employee's tenure in an organization (Ferreira, 2007 cited in (Michael, 2008) hence the results are consistent with the literature.

Secondly, participative leadership has a positive impact on Supervisor relationship. This corroborates the findings of the reviewed literature that a talented workers and well-skilled employees may easily get a good job, position, and workplace elsewhere; however, the effective way for retaining these talented employees are to enhance a friendly and close working environment and to promote the leader's support.

Thirdly, result shows that Participative Leadership and Co-worker have a significant association, which means leaders that put effort to build confidence and show respect for co-workers, the reduced level of anxiety and constructive

output are likely to achieve hence the results are consistent with the study.

Supervisor relationship has a significant on Employee retention which means in general, a strong positive relationship among the employees and their supervisors will have motivated to stay in an organization for a longer period of time and reduce turnover hence the results are consistent with the study. Limpanitgul, et al., (2013) stated that if an employee will get support from the people with same work set and experience level will be more effective in dealing with work-related stress as compared to a person with different experience and work set, this kind of support will provide the emotional backing and this will help improve the employee retention to a great extent.

However, the present study is not consistent with these findings and suggests that co-worker support does not affect employee retention. There are multiple stages of relationship between the supervisors a subordinate where this relationship gets stronger and has a big impact on employee retention in organizations. It is observed that the exchange between a leader and a member enhances the chances of good relationship and retain their employees hence the mediation effect of supervisor relationship influences the relationship between participative leadership and employee retention results are consistent. A leadership that involve the participation of co-workers in decision-making process in termed as the Participative Leadership. In organizations every individual will take part in decisions and ensures his participation so that decision can be made based on the majority of votes given hence the results are inconsistent as their no mediation effect of co-worker influence participative leadership and employee retention.

6. CONCLUSION & RECOMMENDATIONS

This study shows the impact of the participative leadership on employee retention inside an organization. Different surveys are being conducted to capture the responses from the employees of different organization in order to understand the pattern and the impact of Participative leadership which was done through quantitative measurement of what the employee retention generally happens to prioritize.

The hypothesis taken during course of actions were supported by the different set of data and questionnaires and based on the outcome of the samples collected 6 out of 7 hypothesis stands accepted except the one that shows the direct and indirect impact of coworkers on relationships because the sampling was not created by keeping coworker impact in mind that's why the parameters were not fallen in an acceptable range of the results. This can be treated as the limitation of this study and can be considered as a future enhancement in further research work.

The results of other hypothesis showed that there was a huge impact of participative leadership in terms of all sorts of retention plans inside an organization and the conclusion was driven from the result of sampling where it is clearly come out that the organization with guided or participative leadership structure has more potential than the organization with another leadership style. The study concludes that employees are willing to stay in an organization if they see their values and feel their importance and can go beyond the duty limits in order to meet the organizational goals.

This study signifies the impact of participative leadership to have higher retention rate inside an organization. Theoretically, in manufacturing units exists in Pakistan, we observed that all over parameters stand valid and can show a positive and negative impact of having/ not having participative leadership. It shows that the top management in organizations should focus on training their leaders to be friendlier toward the co-workers and build relationships between the subordinates. This relationship contains the relationship between higher management and the leaders although decisions are driven from the top management.

Practically, when we imply this study on data collected from the banking sector, it satisfies the entire hypothesis that involves the relationship between the supervisors and subordinates. However, when it comes to the relationship with co-workers, the results are not consistent as the relationship is not considered, as the factor of retention in banking sector hence the data collected is not consistent with the study. In both the cases, our study supports the previous research and literature data and was able to identify a clear role of such leadership and its impact on the organizational achievements. Study encourage the organizations to encourage or make necessary changes in the leadership style so that the experience employees can be built and enriched with the knowledge that help them achieve the bigger goals.

Competing Interests

The author has declared that no competing interests exist.

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