

**CAPITAL UNIVERSITY OF SCIENCE AND
TECHNOLOGY, ISLAMABAD**



**Impact of Supportive Leadership on Thriving at
work Place of employees with mediating role of
Job embeddedness and moderating effects of
Psychological capital: A conceptual study In
contextual work setting of Pakistan**

by

Irfan Ali

A thesis submitted in partial fulfillment for the
degree of Master of Science

in the

**Faculty of Management & Social Sciences
Department of Management Sciences**

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The dissertation is dedicated for the sake of Allah, my Creator and my Master. My great teacher and messenger, Muhammad (May Allah bless and grant him), who enlightened the purpose of our life. To my father Hassan Ali and my loving mother Taji Bibi, who never stop giving of themselves in countless ways, their unprecedented prayers, and the lessons they taught me to work hard with dedication and confidence. They made me believe that my imaginations will drive, I can get anything I want, but to have firm belief behind all my ideas, to stick with my goals and have an undying faith.



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ISLAMABAD

CERTIFICATE OF APPROVAL

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Abstract

On the Basis of Social exchange theory, it is proposed that supportive leadership positively facilitates employee thriving at workplace behavior by job embeddedness at work. The present study was aimed to find out the impact of supportive leadership on employees thriving at workplace. Leader support can enhance employee job embeddedness at work, which facilitates them to thrive by indulging in innovative behavior. Furthermore, moderating role psychological capital on relationship of supportive leadership and employees job embeddedness was proposed. Data from 246 employees were collected from banking industry. Employees were asked about supportive behavior of supervisors. Later data was tested through SPSS and AMOS through different test like reliability analysis, confirmatory factor analysis, and structural equation modeling.

Results of structure equation modeling reflect that leader support significantly predicts thriving behavior of employees at workplace. Employees job embeddedness was also proved a significant underlying mechanism between supportive leadership and thriving at workplace behavior of employees. Furthermore, psychological capital influences the relationship of supportive leadership and job embeddedness at work of employees. The study was concluded with that supportive leadership could play a vital role in enhancing the employee performance in banking industry, which ultimately leads to company growth.

Key words: Supportive leadership, Thriving at workplace behavior, Psychological capital, Job embeddedness

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Chapter 1

Introduction

1.1 Background of the Study

Leadership is the process of social inspiration in which a person can register the encouragement and support of others in accomplishment of a common task. Leadership is a vision of leader who can be moved by the search for personal power only but also for communitarian goals. The leadership importance cannot be understressed in management (Higgs & Dulewicz, 2016). Management must encourage leadership to get things done by people in the organizations. Virtuous leadership is indispensable for all kind of organization from large to small like business, government and the abundant organizations. A leadership is a vital factor to making an organization successful (Cserhati & Szabo, 2014). Leadership converts potential into reality. Companies generally competing by means of their products, people often think that but they most probably compete more through their front-runners than by their products. Leaders who are supportive by their leading style develop better employees.

Previously studies were conducted on different style of leadership and their outcomes the present study is concerned with supportive leadership. Supportive nature of a leader has received extensive attention in range of different research area, comprising the leadership (House, 1971), occupational stress (Kahn & Byosiere, 1992) and mentoring fields (Allen, Eby, Poteet, Lentz, & Lima, 2004). Supportive

leader transports expressive, informational assessment plus effective backing to followers (House, 1981). By implementing this comparatively narrow definition of supportive leadership, it's happening once leaders express concern for, followers' wants and likings when making decisions and focus on what House (1981) mentioned as emotional support. To control occupational stress at work place of the employees and kind leadership has been of specific concern (Wentzel, Russell, & Baker, 2016; Skakon, Nielsen, Borg, & Guzman, 2010).

Leader supportive behavior imitates the observation of their administrator as both considerate the talented enough to attract influential of essentials (Bacharach & Bamberger, 2007). Administrative support may help as a safeguarding to reduce the effects of stress and other negative penalties associated with aversive work environment that cause absence supporters (Vnne et al., 2003). Product of abilities, skills and compatibility with support received to perform their duty adequately and motivation to perform at high levels boost employees' performance. Consequently, one crucial feature of employees' performance is the quantity of backing they get from their bosses (Schermerhorn, Gardner, & Martin, 1990). In such working atmosphere employees will be more probable to entrench with their job because of the supportive climate provided by their supervisors.

Job embeddedness have developed broad emphasis of management sciences researchers and they have piloted different studies with relation to different concepts like persistence commitment (Pepey, De Jesus, Rubino, Morote, & Perry, 2016), fair-mindedness and flexible behaviors at workplace (Collins & Mossholder, 2014), a confiction of families on efforts (Ng & Feldman, 2012) and consequences like voluntary turnover (Holtom, et al. 2008). Job embeddedness posited by three forces that bond employees to their work (Mitchell, et al. 2001). The first classification of embeddedness is links, which shapes employees' official or casual interactions and networks with the organization and public. The first force links embrace things like contract or tenure, consistency in communication, span of association and number of associates. Second category is sacrifice which has concerns for seeming material and psychological expenditures that would cultivate when employees leave their ongoing work setting. The third category, *fit*, refer to equivalence with

the organization and other employees in terms of abilities, principles, and culture. Agented work behaviors like heedful relating upsurge social support which is in someway parallel to job embeddedness, escalate the positive psychological resources of learning and vitality of employees. (Spreitzer et al., 2005).

Thriving at work place is the most recent concept received attention in the positive organizational citizenship behavior engagements. Joint experience of vitality and learning persistent to thriving at work specifically (Spreitzer et al., 2005). Attainment and submission of new understanding and abilities is considered as learning (Elliott & Dweck, 1988). Vitality signifies positive feelings allied with devising dynamism and zest (Bernstein, 2004). Thriving is the consequence of self-development (Spreitzer et al., 2005). Engaging in progressive activities, looking for and consuming feedback, set growth goals and pursuing advancement on one's own is elements of self-development means (London & Smither, 1999).

Various contextual and dispositional factors affected the outcomes of supportive leadership .Psychological Capital is imitated as a significant psychological reserve, which improve employee's performance through its positive reasoning and motivational methods (Luthans, Youssef & Avolio, 2007). PsyCap has been revealed higher order core construct which forecasts employee outcomes of overall performance (Luthans, Youssef & Avolio, 2007).

Psychological capital is considered constructive psychological state of a being's growth, which is categorized by self-efficacy, optimism, hope and resiliency. Employees having greater confidence or self-efficacy putting more sweats to be succeed accomplishing a challenging task. With optimism element of the psy cap individuals assembling an optimistic acknowledgment almost successive now and in the future. Third factor of hope keep individual firm toward objectives, and when needed, transmitting routes to goals achievements in order to succeed. Resilience characteristic of a psy cap keep once motivated when affected by difficulties and troubles, nurturing and bouncing back even beyond, to achieve success (Luthans, Youssef, & Avolio, 2007). For achieving sustainable growth and performance in human resources both supportive context and psychological capital are required (Luthans and Avolio, 2003). Thus employees with high psychological capital along

with supportive leaders within an organization will be more embedded with their jobs and will more found in positive practices like self-development and learning.

1.2 Gap analysis

The leaders role of supervision in endorsing thriving has been under studied in the existing thriving literature. Russo Buonocore, Carmeli and Guo, (2018) studied family supportive supervisor and work family enrichment and thriving at work, such that support from leaders is only effective when employees facing stress at their workplace. In this type environment where employees are experiencing stress, supportive leadership will display stronger relationship with workplace outcomes like thriving of employees.

Leaders by captivating an interest in the happiness and improvement of assistants can launch a supportive work environment that offers the environment favorable for employees to yield suitable risks, explore new ways of doing things, and performing entice manner. These agentic work behaviors lead to thriving behaviors at work place by employees (Kossek et al., 2018).

Fairly small attention has been provided to the role of leader or supervisor in earlier studies conducted by researchers to endorse thriving at workplace of employees (Paterson, Luthans and Jeung, 2014). Vitality and learning experiences stand genuinely fixed in communal system that proposed, thriving at work is generally rooted (Spretizer et al., 2005). Vitality comes from relational connection with others and several scholars claims that learning does not happen only in an individual mind and in separation from others (Miller and Stiver, 1997). Learning process of a human mind take place in social communications with others while facing work sets with diverse culture, discussing about their work with colleagues and bosses, noticing and observing others performing their work tasks (Brown and Duguid 1991, Gherardi et al. 1998, Wenger 1998). Learning also proceeds through the collective exchanges that bestow us together with others, both inside and outside the organizations work setting.

It has been established in prior research that learning and vitality which exist the components of thriving at workplace remains the result of social system and relational interactions with others but supportive supervisor or leaders supportive nature and leadership style have not been studied. Supportive leadership style enhances thriving at workplace of employees there is an enough gap in this study, not only in relationship between supportive leadership and employee thriving but also possibility of mediation and moderation. Job embeddedness is a possible mediator; Ferreira (2018) studied ethical leadership and job embeddedness and mediation role of supervisor supportive behavior and found significant result. In the current study we propose job embeddedness positively mediate between supportive leadership and thriving at work. Psychological capital talking about confidence development of the employees, And psychological capital also impact on performance. Psychological capital has a positive impact on behaviors, desired employee attitudes, and performance which can be measured on different ways (Avey, Reichard, Luthans, & Mhatre, 2011). Psychological capital has a significant impact on desired outcomes such as job satisfaction and job performance (Abbas, Raja, Darr, & Bouckenoghe, 2014). In the current study we propose psychological capital as moderation between supportive leadership and job embeddedness when Psycap is high the relation will be strength.

1.3 Problem statement

In past literature researchers have focused on the workplace outcomes of supportive leadership like job satisfaction, turnover intentions and organizational citizenship behavior etc. while the impact of supportive leadership on thriving at workplace has been completely overlooked. It is due to multiple reasons, thriving at work is a recent concept which not extensively studied with different styles of leadership.

Furthermore job embeddedness was studied as an outcome of supportive leadership but job embeddedness was not used as an explanatory mechanism for thriving at work.

Along with all these theoretical problems, Pakistani context lack empirical studies on supportive leadership, thriving at work, job embeddedness and psychological capital. So there is a strong potential to establish an integrated model for the above mentioned relationship.

1.4 1.4 Research Questions

Present study is intended to find answers for some question on the basis of the itemized problems, short summary of the questions are as follows;

Question 1:

Does any relation exist between supportive leader and employee's thriving at work place?

Question 2:

Does job emeddedness playing mediating role between Supportive leadership and employee's thriving at work?

Question 3:

Does psychological cap playing role of moderator on relationship of supportive leadership and job emeddedness?

1.5 Research Objectives

The over-all objective of the current study is to develop and test anticipated model to find out the relation between supportive Leadership, job embeddedness and thriving at work of employees. In addition the psychological capital is added as moderator for the relationship of the stated variables in the research model.

The main objectives of the research are below;

1. To see the relationship of supportive leadership and thriving of employees 'at work place.

2. To explore the relationship of supportive leadership and thriving at work place by Job embeddedness.
3. Psychological capital moderates the relation between Supportive leadership and job embeddedness.
4. To establish and tested empirically the proposed relationships in the context of Pakistan.

1.6 Significance of the Study

In an organization there is a problem of establishing leader member exchange quality relationships for employees with their supervisors (Dwertmann& Boehm, 2016), as employee feels threatened from his/her supervisor and does not perform up to the mark but with support provided by the supervisor employees will perform better and will form high level LMX quality relationships.

This study will also provide a platform for the better understanding of the role of psy cap and its effects on supervisor support and employee thriving at work-place. Supportive supervisors create such favorable environment for their workers by showing concern for the prosperity, betterments, serving staffs with their job enlargement and appreciating their work for sake of the organization growth (Zhang et al., 2008). Leaders such conducts endorsed a risk-free work setting for employees (Kahn, 1990; May, Gilson, & Harter, 2004). Important implications of the supportive environment created by leadership is that they feel employees confident stood still due to which not afraid to feel free by taking risk even if they fail, because they know supervisor will guide thus they fell confident on their actions (Kahn, 1990). Previous research proposes that when employees are assured of their leaders they will show more fulfillment and commitment to their job and thus more embedded with their jobs. Hypothesized advices propose that leaders supportive nature is prospectively demonstrate a stronger positive relationship with job satisfaction (Fisher, 2000). Satisfactions lead employees to show more attachment with their occupations. Job embeddedness heightened the positive affect of employees

who fit in the organization (Hom et al. 2009). Employees anchor to their jobs by enlarging their experiences with supervisors, with the organization and the wider community (Crossley et al. 2007). Network of relational association which fixes employees to their profession is mostly debated by job embeddedness literature, as they recognizes align with their supervisors besides the organization (Blader & Tyler, 2009). Employees probably to participate in the success of both parties. Identification induces employees to develop their interests for organization success because they have been encouraged by their managers involvement of flexible effort (Van Dick, Grojean, Christ, & Wieseke, 2006).

As Pakistan is a developing country and it has no real rules and regulations about employees well-being and not a lot of thought and efforts are being made for the welfare and support of the employees thriving prospect in the organizational context. This study will provide a background for the practitioners and researches to deal with these issues in organizations and a lot can be achieved as subordinates and supervisors would have better rights and privileges hence will strengthen the supervisors support for the employees in an organization. The study also provides the Human Resource department and other related offices and departments with tools and techniques to craft better job designs and better compensation terms for either supervisor or subordinate.

This will also provide a fair amount of help to practitioners to design such a system which will increase Psy cap of employees. Thus it will be very helpful as employees will not be linked with any one and proper support from their leaders might be put in place so employees have no fear or barrier in achieving maximum performance points and thriving at work place. Thus increasing employees' motivation and job embeddedness providing best performances.

1.7 Supporting Theories

There are different theories presented previously which covers our study. Social Exchange Theory (SET) and Leader-member Exchange Theory (LMX) are most

effectively related to study. Specifically Social Exchange Theory (SET) covers all the variables in our study.

1.7.1 Social Exchange Theory

Social exchange theory discusses human relationships on cost benefit analysis. According to this theory if one person is doing good with other then other party will also try to do good in return (Cropanzano & Mitchell, 2005), this theory works on mutual exchange. Social exchange theory postulates that as persons relate over time, they understand the requirement of response accordingly to the support and assistance provide by other persons, called the norm of reciprocity (Blau, 1983; Gouldner, 1960). To support present study model of social exchange theory was used. This theory works on reciprocity rules and forces employees to respond positively to organization if they are receiving some favorable treatment from organizational management and leaders (Dejoyet. al. 2004). According to this theory, individuals who are treated in a good manner by others and their leaders and supervisors employees feel a responsibility to respond positively and return the favorable behavior in anyway. Saks (2006) specified that commitment and embeddedness in employees might represent a custom of obligation to the organization. As organizations provider support through their representative that is their managers or leaders to their employees. Employees sense thankful to become cognitively, expressively, and tangibly involved in their work role. They feel they should concluded productive actions with positive attitudes towards the organization by accomplishment of task efficiently. Stable to this perspective of reciprocity, when organizations ensure their support offer all the resources, employees do certainly report high levels of commitment (Saks, 2006). Same is the case with employees thriving at work place in every organization, if organization gives them a sense of involvement to take some decision and show concern about their well-being. Supportive leadership provides expressive, informational, influential and appraisal support to followers then worker will show more interest in their job along with their connection or embeddedness with their jobs as they will perceive that the organization leadership is supportive and is more concerned about their well-being

and development therefore there is also an obligation for them to act fairly and show continuance commitment in return and follow all policies and procedures as a burden but consider them as positive approach for their development. Organizations device a development programs, opportunities to contribute ideas, mentoring and suitable job design (Piening, Baluch, & Salge 2013). By implementing such healthy activities from management of any organization, employees sense they are trusted by the organization, rather than only exploited as resources to secure more direct economic advantages. In return, these employees developed commitment to the organization and accept difficulties, often demonstrating as job satisfaction. When employees are satisfied with their jobs, they often exhibit positive emotions and maintain effort, which ultimately improve learning and vitality of employees. Therefore if organization creates and provides more supportive climate at workplace then employees will show more commitment, engagement, attachment and embeddeness to their job and ultimately they will feel more energetic and their learning will be increased at workplace.

Chapter 2

Literature Review

2.1 Supportive Leadership

Supportive leaders' articulates concern for the followers and takes into account their discrete needs (Rafferty and Griffin, 2004). Solidarity leadership remains the vital characteristic of effective leaders in the meta-path theory (House, 1971). The behavior of solidarity leadership, such as showing concern for the well-being of subordinates and creating a social work environment and psychological support, focuses on meeting the needs and preferences of subordinates (House, 1996).

Supportive supervising conveying concern for those who report to them for the welfare of their underlings, valuing employees for their work and provide help to staffs for their professional growth, these actions ultimately craft a supportive environment (Zhang et al., 2008). Concerned and friendly nature actions endorsed by boss creates harmless atmosphere for employees (Kahn, 1990; May, Gilson, & Harter, 2004). Employees feel confident under supportive environment and not afraid; take risks because they sense assured they will be backed by their manager which is a one of the important consequences of supportive environment (Kahn, 1990). In environment where superior are supportive, employees are probably to act genetically. For human resource sustainable advancement and development, encouraging support from their supervisors is essential (Luthans and Avolio, 2003). Employee's abilities, skills and competitiveness and the amount of support they received from

their workplace climate is the product to perform job appropriately and the enthusiasm to perform at high levels. Amount of support received by employees from their supervisors and leaders is therefore, one crucial factor of performance (Schermerhorn,, Gardner, & Martin, 1990).

Employees sense grateful as received support from their leaders and try to respond to their supervisor favorable and supportive nature. Supervisor and employees formed exchange relationship with the norm of reciprocity for the exchange relations, between leaders and sub-ordinates support from superiors is obvious and strong (Stinglhamber: and enberghe, 2003). Supervisors convey gestures to their assistants that they are aiming thoroughly and forming social exchange relationship by expressing worry for their well-being, security, happiness, health and comfort, helped them with career improvement, value their work. Employees feel obligated to ensure a balance in their exchanges, to reciprocate the good actions and willingness of their supervisor. Employees settling their responsibilities for services provided, they exhibit their reliability and the steady growth of common services (Blau, 1964).

Supportive climate shaped by supervisors is the confirmation that management expected task focusing from their employees. Supportive, spirited, and clarifying communications with managers explained with qualitative study craft both secure and significant work contexts (Kahn's, 1990). Supervisor delicate levels of consideration at work towards employee's well-being and development build perceptions of protection and import ancient employees (Kahn, 1990). Strong link found among supervisor support besides employee attention to job in the organizational design which is empirically confirmed (May et al. 2004). Social exchange relationship formed as supervisors provide social support to workforces and accomplish worker observations about organization's liabilities, thus their faith on the organization is mounting (Whitener, 1997).

Previous investigations has realistically acknowledged that an employee involvement take place at least two social exchange relations at work: one with his or her direct superior and one with organization (Masterson, Lewis, Goldman, & Taylor, 2000). Direct and frequent contact happened between immediate supervisors and

his subordinated often in daily work setting. For defining subordinates' approaches at workplace, Supervisor engagements and actions is essential which offer basis for confidence (Whitener et al., 1998).

As employees satisfied with their job due the support they received from their organization and organization managers which are their immediate supervisor or leaders they feel motivated and show more commitment to their assigned tasks. Employees performs their job fairly and feel embedded to their job ,so they feel more energy and their learning at work place also increase as they are more involved in the tasks they are performing

2.2 Thriving at workplace

Joint experiences of vitality and sense of learning at work are developed, which is a psychological state of every human being (Spreitzer et al., 2005). The element of vitality indicates progressive feelings related to energy and enthusiasm (Bernstein, 2004). The vitality factor makes people live at work, making them feel passion for their work and is an emotional component with stimulated individuals. Learning as a component of reasoning provides a wisdom of personal progress in the development of new skills and abilities (Spreitzer et al., 2012). This learning is considered as the achievement and presentation of novel understanding and expertise (Elliott and Dweck, 1988). Measuring the importance and improvement of the components of the work of (vitality and learning) serves as a scale and integrates with each other (Niessen et al., 2012). Conceptually, as an apprentice in the workplace it is a prosperous condition, current set of intuitions, thoughts, excitements and movements in specific situation (Lenton et al., 2013). Considered as state means the competence of an employee to thrive in the workplace remains not static, but stays flexible depends on work environment (Porath et al. 2011, Spreitzer et al. 2005; Spreitzer, Porath & Gibson, 2012).

Theory of prosperity emphasizes on prosperity at work suggests awareness of growth, improvement and luck (Feeney and Collins, 2014). Growth as feature

of development encourages people to seek and learn new opportunities and does not allow them to fall (Spreitzer et al. 2012).

The social dimension of the sustainability of individuals is recognized by an effective mechanism for prospering (Spreitzer and Porath, 2012; Spreitzer et al, 2012). Prosperity motivates individuals towards creating a sophisticated adaptive functioning performance (Spreitzer et al, 2005; Carmeli and Spreitzer, 2009). Employees who have developed in the workplace show positive attention and behavior (Porath et al 2012, Renetal 2015, Paterson et al, 2014). Increased commitment shown by the prosperous employees of the organization strongly pursues the possibility of spreading, growing and learning, taking fewer sick leaves and a smaller amount to burn (Lambert, Vero & Zimmermann, 2012; Spreitzer, Porath and Gibson 2012). Conditions or activities that enrich the employee, create the opportunity to grow, are influenced means that prosperity is in a range that reflects the experience of continuous development and being more competent (Spreitzer and Porath 2014; Spreitzer and Sutcliffe 2007).

The theory of prosperity predicts the motivation of the individual, the positive emotions, and the significant work that generates self determined work behaviors that stimulate employees towards operational performance (Spreitzer et al. 2005; Kira and Balkin, 2014). For personal growth and improvement of individual prosperity it worked as an internal evaluation mechanism that most likely directed to higher or lesser individual innovative performance (Wallace et al. 2013).

Employees who are experiencing thriving at work place know how development and energy at employment obvious by emotional and reasoning components that is feeling energetic and alive these senses they are frequently educating and getting enhanced, what they learning (Spreitzer et al. 2005). Earlier study has revealed that when employees feel thriving at work place they are more likely to take part in behaviors which endorse association: they are more thoughtful in their interrelationships at workplace by serving others, involvement in task assign, cooperating and developing more supportive associations with coworkers (Spreitzer and Porath, 2014).

2.3 Supportive leadership and thriving at work place of employees

In the previous research supervisor support environment is considered as important factor that has been mainly unnoticed on thriving at work in the organizational context, supportive climate is the psychological perception of an individual's in an organizational setup which a supervisor crafts a helpful work environment (Pater-son, Luthans and Jeung, 2014). Feelings of vitality can come from social contagion of positive affects in the context of workplace, which satisfies an person's necessities for kinship, capability plus independence (Spreitzer and Porath, 2014).

Previously discussed contextual factors proceedings thriving, some keep on in- flated by supervisor supportive nature, very minimal attention has been assumed towards starring role of one's constant supervisor to enhance the thriving behavior at work place of employees. The Supervisor role of decisions making, how they shared information, and to the extent they communicate and interact with subordi- nates are contextual factors which endorse or obstruct thriving they are saturated with trust and respect (Spreitzer and Sutcliffe 2007). Importance of supervisor support is recognized by exception through recent qualitative study that encour- aging employee progress by inspiring outlook compelling (Sonenshein et al. 2013). Many individual capitals encourage thriving at work place over facilitating effect of agented work performances (Spreitzer et al, 2005).That individual resources are supervisor or leader support to the employees in the organizations. This conceptu- alization highlights the importance of employee development through their skills mounting, care for their needs of relatedness, provide them autonomy in theirs work areas and make them competitive for being satisfied and this can only hap- pened by giving consideration to the ways in which organizational dynamics meet (Lenton et al. 2013).

Former literature backings hypothesized relationships between thriving behaviors and managerial skills and individual autonomy, information involvement and re- liance (Porath et al. 2012; Spreitzer et al. 2012). Supportive leaders possess all these revealed skills, tactics and strategies which creates supportive environment

to subordinates to develop their learning at work place and when employees learn they feel fresh and energetic. Thus from prior studies it is concluded that supervisor's support to employees will fortify their thriving at work place. So on the basis of previous studies the following proposition is proposed.

H1: There is a positive association between supportive leaders and employees thriving at work place.

2.4 Job Embeddedness: an agentic work behavior.

Job embeddedness impersonates forces that bond and retains employees to their work (Crossley et al., 2007). Job embeddedness consists of three forces; the first one is links which refers to employees' recognized or casual relations with the organization in which he works, plus the communal in which he is living. Links insure belongings of contract, extent of relationship, number of connections, and rate of communication. Second force is the sacrifice which concerns with quantifiable and psychological costs that would accumulate whenever employees considers to leave the organization. The last kind of force is fit which refers to compatibility with their other workforces and the organization in terms of talents, principles and culture (Holtom et al, 2008; Lee et al, 2004; T. R. Mitchell et al. 2001).

Job embeddedness relates with sentimental work approaches and conducts, and describe in no touching languages (Sekiguchi, Burton, & Sablynski, 2008). Embeddedness associates positively with affective variables such as job satisfaction (Lee et al. 2004). Job embeddedness strengthened and increased the positive touch of workforces who is suitable and fit in an organization (Hom et al. 2009). Employee's comprehensive involvements with their supervisors, the organization, and the larger community tie to their employments (Crossley et al., 2007). Emotional approaches such as job satisfaction, commitment and thriving at wok place attaching job embeddedness and work attitudes imitate strong emotional grounds.

Job embeddedness almost, claims the web of relational links that bond employees to their employments (Zhang, Fried, & Griffeth, 2012). Job embeddedness demonstrating that employees with fixed nature exploit their performance and organizational citizenship in such a way that help pledges the unwanted proceedings and seized the influence of common negative workplace happenings (Burton et al. 2010). An organizational procedure effects on employee behaviors are strengthens by job embeddedness rather than only protecting against negative shocks (Collins and Mossholder, 2017).

Embedded employees should worth the positive connections developed through previous interactions and recognize with their managers and leaders (Collins & Mossholder, 2017). Embedded employees in essence, may be more gentle to happenings that damage or benefit something with which they identifies lesser amount of embedded personnel will probably have minor reaction to workplace happenings, but such staffs are appropriate towards misidentify, keep themselves away from the central standards the organization follows (Elsbach and Bhattacharya, 2001).

Job embeddedness affecting foundations contribute to inspires and encourage employees to hold positive interpersonal behavior. Job embeddedness impact and impersonates employees attachment to the organization, then this association offer both communal and cultural principal (Yoon and Lawler, 2006). Storing such capital raises collaboration, cooperation, expressive and emotional links, and a longing to develop the organization (Lawler, Thye, and Yoon, 2000).

In short, job embeddedness is the degree of employees' stuckness and involving, within a bigger societal structure. Job embeddedness results from several external or contextual forces which are considered links, fit, and sacrifice in an organization and communal system that functioning on central employees.

2.5 Job Embeddedness mediates the relationship between the Supportive leadership and Thriving at work place of employees

Previous research advocates that within a larger collective system, job embeddedness is the degree of an employee's stuckness (Mitchell, 2014). Job embeddedness effects from plentiful outside or relative forces which are characterized as links, fit, and sacrifice in the organization and public that function on conclusive worker (William Lee, Burch, & Mitchell, 2014). Perceptions that ruled the turnover research for several ages were employee's excessive levels of job satisfaction, organizational commitment, and job involvement and are also basic clarifications for remaining, staying or embedded with job, (Holtom et al. 2008). In the prior research, scholars concentrated less on affect or affect-saturated constructs (e.g., satisfaction, commitment, or involvement) and more on contextual encouragements that affect staying or embedding of employees with their jobs (Holtom et al.2008).

As Supportive leaders provide supportive climate to employees and became embedded figures, and are captivated to employee's upbringings. Individual feels attached to their experiences and tough to isolate from them and thus become portion of the environments. Previous exploration have demonstrated that subordinates having a high LMX relationship with their managers will treat them with equally trusting each other, respect for one another and loyalty (Graen & Uhl-Bien, 1995). When there is high leader member exchange relationship, it consider as capitals comprise more job-related information, increased communication, better private concern and job direction, as well as more response, backing, training, support and developmental chances from their bosses (Gerstner & Day, 1997).In the times of need supervisor is observed as both concerned and clever to deliver emotional and influential support (Bacharach & Bamberger, 2007).Conservation of resources theory of motivations (COR) influentially appealed that job embeddedness boosts, energizes, directs, and sustains behavior(Wheeler et al., 2012). The

process through which embeddedness affects performance is work Effort (William Lee, Burch, & Mitchell, 2014).

Contextual and environmental forces is the possible results, of job embeddedness theorized by many scholars and job embeddedness is indeed widely accepted as an underlying indicating construct (Bollen & Bauldry 2011). Job embeddedness is a ration that captures the concepts of a contributing indicator construct (Mitchell et al, 2001).

Link between thriving at work place and many preferred individual and organizational results, give the aggregate evidence of understanding those factors which better promote thriving at work is agentic work behaviors. Thriving at work, explores the associations between the agentic work behaviors i.e. job embeddedness and their organizational outcomes (Niessen, Sonnentag & Sach 2012). According to self-determination theory of Ryan and Deci (2000) job embeddedness is some time work as one of the agentic work behavior. Social cognitive theory also considered job emdeddedness as agentic work behavior, as agentic is a psychological state in which employees showing obedient behaviors (Bandura, 2001). Agentic work behaviors, task focus, exploration, job embeddedness and thoughtful involving, are working as engine for thriving at work place (Spreitzer et al. 2005). Individuals or employees feel more energetic, lively, determined and focused at work are expected more towards practice plus tolerate the psychological states of learning and vitality (Spreitzer et al. 2005).

In this situation, job embeddedness is an agentic work behavior and considered as engine of the thriving. When individuals are lively, active and focused at their work they are said to perform agentially (Bandura, 2001). Thriving more probably take place in persons when they are focus, attentive and embedded to their job at hand. Job embeddedness stimulates the experience of vitality in two ways, when employees are job embedded, they are more expected to engaged in their work and thus feel energetic (Brown and Ryan, 2003). Also when employees complete the task effectively and successfully, they are probably feels the sense of accomplishment, which upsurge energy (Spretizer et al.2005).Individuals improve and enhance practices and performances when they are absorbed and embedded to

their assign task for doing their labor efficiently and effectively, which contributes to learning (Spretizeret al.2005). Thus job embeddedness also contributes to wisdom of learning when persons concentrated and embedded to their tasks. Thus thriving of employees will grow with the support provided by the supervisors and the social environment of the organization so as a result a high level of LMX relationship between both supervisor and subordinate will be achieved which increase job emeddedness of employees and embedded nature of employees will lead to thriving at work place. So on the basis of past literature following hypothesis is suggested.

H2: job embeddedness mediates the relation between the supportive leadership and thriving at workplace of employees.

2.6 Psychological Capital

Psy Cap is an individual's positive psychological state of development and it is categorized by: Self-efficacy which is the confidence of an individual to take on and put in compulsory energy to succeed at thought-provoking tasks. Optimism is the second component of psy cap relating to positive acknowledgment about succeeding now and in the future. Hope component firm toward goals attainment and when essential redirecting paths to goals in order to succeed. Resiliency refer to the bouncing back abilities of an individual when affected by problems and adversity (Luthans et al. 2007).

In view of employee outcomes, each PsyCap dimension appears unique. For example, Bandura (1997) has established that those who have greater efficiency consume greater amounts of effort in a given work. Self-efficacy characterizes as a constructive belief "the persuasion of the employee before the certainty about their talents and ability to activate the inspiration, the psychological capitals or the development of the desired achievements to effectively implement a particular work within a given environment "which occurs at the workplace (Stajkovic

and Luthans, 1998). In a complete meta-analysis, it was discovered that self-efficacy had a solid positive relations with occupational performance (Stajkovic and Luthans, 1998; Bandura, 2000; Bandura and Locke, 2003).

In addition, individuals having self-efficacy are persistent in preserving effort toward a task regardless of meeting problems.

Optimism is a positive construct addressed by theory and research usually used in routine linguistic. Optimists as those who make inner, steady, and universal attributions concerning positive events i.e. task accomplishment and attributes outer, unsteady and exact reasons for negative events (Seligman, 1998). Optimism is a feature of psy cap connected with a positive consequence of attitude or attribution of events, which includes positive feelings and encouragement and has the condition of being genuine (Luthans, 2002).

Psychological concept, hope is made up of three key theoretical bases: agency, paths and objectives. It can be assumed that the agency component of hope is determined to complete the planned or planned result (Snyder, 2002; Snyder et al. 1996). Consequently, to follow an objective, hope contains the vitality of interference. To achieve the goals, employees expect to incorporate the traces that keep track of goals and sub-goals and also additional behaviors. High-resistance people have the opportunity to act by preparing themselves while providing complications to achieve the goals or sub-assemblies and then positively classifying various channels to achieve the desired objective (Snyder, 2000). Hope helps determination to prosper, hence the ability to classify, simplify and pursue attention to success (Snyder, 2000).

Individuals with great hope require the determination to complete an objective and also reflect many corridors to reach it if one is jammed (Snyder 2000, 2002). Extraordinary hoppers have a mysterious ability to guess difficulties to experiments. Employees having high hope are more profitable to their organization, and managers with higher hope levels have compatibly higher performing work units (Peterson and Luthans, 2003).

Positive management is classified by elasticity in terms of risk or considerable difficulty (Masten, 2001; Masten and Reed, 2002). Resilience is defined as the positive

psychological capacity to recover, recover from misfortune, ambiguity, encounter, disaster or even positive change, progress and greater responsibility (Luthans, 2002). Realistic studies have revealed that positive emotions improve resilience in the face of negative events, which mimic their quality similar to that of the state (Tugade, Fredrickson and Barrett, 2004). Occasionally, people successfully recover from an adverse situation and make them more resistant to a previous obstacle. The ability to recover in an individual is the positive psychological responses that originate in the literature of feelings to have increasing effects on the founder (Fredrickson & Joiner, 2002).

Psy Cap is an elementary aspect, have greater relations with thriving and job embeddedness than the four individual components that embrace it. Employees with high level of Psy Cap are stronger performers because level of positive psychological theories confirmed done their thoughts, enthusiasm and eventually their behaviors. Thus Personalities with high PsyCap will incline to theorize more options to achieve the same goal (hope) and are more probably to use those options in the work environment (efficacy) with positive expectations (optimism) and be able to bounce back from adversity (resilience). Thus, high PsyCap employees should be more likely to observe a sense of self-determination in their work environment where they are able to confidently execute their own work responsibilities.

Employees with high psy cap are more satisfied with their job and also from their leaders. Thus, through these psychological mechanisms there should be a positive relationship between employees' embeddedness with their jobs and their supportive leadership.

2.7 Moderating role of Psychological capital between supportive leadership and Job embeddedness

For achieving the sustainable growth of an organization and enhance performance routine of employees human resources are in immense need of Psychological Capital and a positive, supportive context provided by their leaders (Luthans and Avolio 2003). Psy Cap is reflected as an important positive psychological resource which can grow employee's performance through its positive thought and motivational processes (Luthans, Youssef and Avolio, 2007). Employees 'enactment is the product of their aptitude, skills, talent and the backing and help received to sufficiently accomplish their work, and the enthusiasm to complete at high levels. Thus, one strategic factor of employees' performance is the sum of backing they receive (Luthans et al. 2008). Supportive climate provided by leaders to their employees in their organizations than employees recognize and more probably to experience advanced levels of PsyCap which in turn positively effects their performance (Luthans et al. 2008). Preceding studies have revealed that higher psychological capital tip to better performance (Luthans et al. 2007). Although there are no studies found on the relation of PsyCap and job embeddedness, it has been proven that employees with higher PsyCap experience a higher level of organizational commitment and show fewer turnover intention (Luthans and Jensen 2005; Avey et al. 2009). Job embeddedness is also recognized as stronger projecting variant for turnover intention and turnover (Mitchell et al. 2001). PsyCap is the novel inner motivation for employees to stay at the jobs. PsyCap upsurges the job embeddedness of employees which in turn improves their performance (Sun, Zhao, Yang, & Fan, 2012). Staying or leaving a job comprises of different psychological and emotional processes. Job embeddedness is the stronger fore-caster of job outcomes such as employee attendance, retention and embeddedness than some more well-known and accepted psychological explanations such as job satisfaction and organizational commitment (Holtom et al. 2006). Whenever employees satisfied from their job and showing commitment to their task assigned by

his manager or boss, they feel attachment to their organization which ultimately leads toward their better organizational performance. So on the basis of previous studies following hypothesis is proposed.

H3: Psychological capital moderates the relationship between Supportive leadership and job embeddedness.

2.8 Theoretical Framework

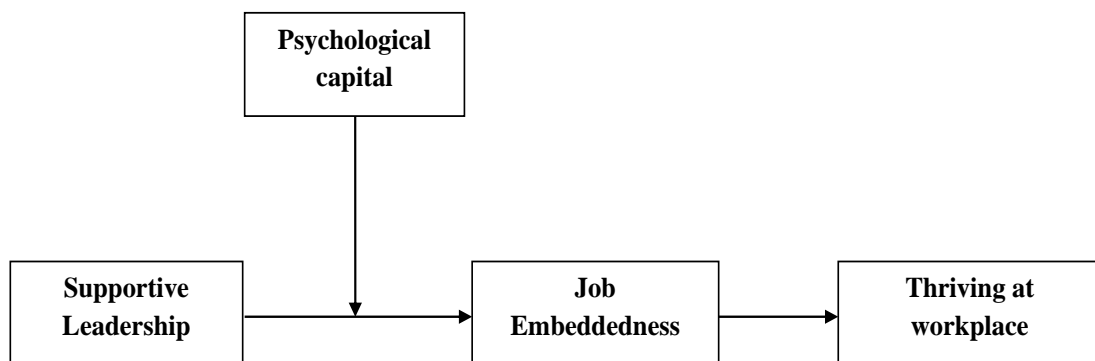


FIGURE 2.1

Chapter 3

Research Methodology

3.1 Research Design

The current study investigates the effects of supervisor's support on employees' thriving in the work setting of Pakistani organizations. It also studies the presence of possibility of a mechanism i.e. Job embeddedness through which supervisors influence the employees by providing them with supportive supervision and enhancing their learning and vitality as a result. The study also focuses on the moderating effects of psychological capital that moderates the relationship between supervisor's support and employees' embeddedness with their job. Due to short time and unavailability of resources, the present study stands cross-sectional in which the figures collected from merely single theme of time then that data is analyzed for results. The questionnaires were directed towards the employees working in different organizations and regions of Pakistan.

3.2 Population and Sample Size

The sample for the current study includes employees working in different organizations of Pakistan, which includes organizations from Islamabad, Rawalpindi, and Parachinar. For the purpose of accurate response data collection was only done from private sector organizations. The data collected was in the time period

from July-Aug 2017. The researcher approached different organizations and got permission to access employees about the questionnaires for the research and the employees were asked to fill the provided questionnaires. Many employees were provided with online questionnaire due to unavailability due to their busy schedule or restriction due to the organization's policies. For data collection concerning measurement of five variables i.e. supportive leadership, Employees thriving, job embeddedness, psychological capital, questionnaires were distributed amongst 300 employees and were explained according to their job types i.e. on the basis of permanent and contract base job duties. A total of 246 filled responses with a response rate of 83.66% were returned. The returned questionnaires were screened properly by the researcher and out of 251 responses 5 inappropriate or improperly filled questionnaires were excluded, which left the researcher with 246 properly filled responses thus yielding a response rate of 82.0%.

3.3 Sampling Technique

Subsequently there is no possibility to collect and analyze data from each member of the complete population, a sample is taken to make the study achievable and collect data from certain entities or subjects in the population which represents the whole population. For the purpose of evaluating the characteristics of the whole population, the researcher picked the sample on random due to the nature of the study. In random sampling, all the individuals or members in the population have equal chance of being selected for the purpose of data collection. The respondents are selected at random i.e. whichever individual in the population comes in contact or access first.

This type of sampling technique is often used by researchers in social sciences and allows the availability of respondents to be studied. Random sampling technique was also chosen to meet the limited time and resource constraints. An assumption can be made about the respondents in the study that they represent the whole population of the employees having some form of duty in work setting of Pakistan, which includes either permanent or contractual.

3.4 Instrumentation

The instruments were selected from previously developed by famous researchers for each variable present in our study. Items nature which are involved in the questionnaire is that fully of them i.e. Supportive leadership, job embeddedness, psychological capital and employees thriving were complete by the employees/subordinates. Questionnaires contain of three demographic variables which comprise material concerning the defendant Gender, Age and Qualification. The details of the proposed measures are given below.

3.4.1 Supportive leadership

Supportive leadership was measured with the three items developed by House (1998) and adopted (Rafferty and Griffin, 2004). All items were measured using a five-point Likert scale ranging from 1 “strongly disagree” to 5 “strongly agree”. The items included ‘my leader Considers my personal feelings before acting, my leader behaves in a manner which is thoughtful of my personal needs, my leader sees that the interests of employees are given due consideration.

3.4.2 Thriving at work

Thriving at work was measured with ten items represent the dimensions of vitality five items and learning five items that asked for the respondent’s thriving evaluation from Ryan and Frederick’s (1997) adopted by (Porath, et.al 2012).All items were measured using a five-point Likert scale ranging from 1 “stronglydisagree” to 5 “strongly agree.” The items included ‘I find myself learning often, I continue to learn more and more as time goes by, I see myself continually improving, I am not learning (R), I have developed a lot as a person, I feel alive and vital, I have energy and spirit, I do not feel very energetic (R), I feel alert and awake, I am looking forward to each new day.

3.4.3 Job embeddedness

Job embeddedness was measured using seven items from Hinkin's (1995) adopted by (Crossley, et.al 2007). All items were measured using a five-point Likert scale ranging from 1 "strongly disagree" to 5 "strongly agree." "The items include 'I feel attached to this organization, It would be difficult for me to leave this organization, I'm too caught up in this organization to leave, I feel tied to this organization, I simply could not leave the organization that I work for, It would be easy for me to leave this organization, I am tightly connected to this organization'.

3.4.4 Psychological capital

Psychological capital was measured using twenty four items, six items each for self-efficacy, hope, optimism, resiliency these items were adapted from psycap questionnaire and adopted by Luthans, Youssef and Avolio 2007). All items were measured using a five-point Likert scale ranging from 1 "strongly disagree" to 5 "strongly agree." The items include ' I feel confident analyzing a long-term problem to find a solution, I feel confident in representing my work area in meetings with management, I feel confident contributing to discussions about the company's strategy, I feel confident helping to set targets/goals in my work area, I feel confident contacting people outside the company (e.g., suppliers, customers) to discuss problems, I feel confident presenting information to a group of colleagues, If I should find myself in a jam at work, I could think of many ways to get out of it, At the present time, I am energetically pursuing my work goals, There are lots of ways around any problem, Right now I see myself as being pretty successful at work, I can think of many ways to reach my current work goals, At this time, I am meeting the work goals that I have set for myself, When I have a setback at work, I have trouble recovering from it, moving on(R), I usually manage difficulties one way or another at work, I can be "on my own," so to speak, at work if I have to, I usually take stressful things at work in stride, I can get through difficult times at work because I've experienced difficulty before, I feel I can handle many things at a time at this job, When things are uncertain for me at work, I usually expect

the best, If something can go wrong for me work-wise, it will (R), I always look on the bright side of things regarding my job, I'm optimistic about what will happen to me in the future as it pertains to work, In this job, things never work out the way I want them to (R), I approach this job as if "every cloud has a silver lining".

3.5 Data analysis tools

Data and figures collected through questionnaire for analyzing, Amos and SPSS (Statistical Package for the Social Sciences) was used. The statistics has been verified for investigating the correlation, regression and mediation analysis. For evaluating the relationship or connection of independent variable is linked with the dependent variable through correlation analysis. Regression analysis is used to inspect to know the accurate deviation in independent variable produced modification in dependent variable. Confirmatory factor analysis was used to verify and to test the fitness of four factor model of a set of observed variables. Mediation analysis was carried out by path analysis with Amos mediation analysis method. Mod graph was performed to check the direction of the moderating effect.

TABLE 3.1: Instrumentation source, items and reliability

Variables	Source	No. of Items	Reliability
Supportive Leadership (IV)	Rafferty and Griffin (2004).	3	.74
Thriving at Workplace (DV)	Ryan and Frederick's (1997)	10	.82
Job embed- dedness (Med)	(Crossley, et.al (2007)	7	.74
Psychological capital (Mod)	Luthans, Youssef and Avolio (2007)	24	.77

3.6 Sample Characteristics

In the total sample of 246 of the population, no of respondents of male were 169 and female were 77, having percentage of the overall sample 68.69% and 31.30% respectively. As expected, male employees are working in majority then female colleagues, thus showing consistency with perceptions about that Pakistani culture male dominant society. From the sample of respondents' majority were young. The respondent between age 18 to 25 years were 37, while the respondents from age 26 to 33 were 113, age between 18 and 33 considered as young, they contributed 60.97% of the entire responses of the current study. The middle age responders range from 34 to 41 years were 80 making percentage of 32.52% of the total sample, and the responded of age 42 to 49 years were 16, having percentage of

6.5% of the total responded sample. For the qualification from the sample of respondents, the inter level is 8 have percentage of 3.2%, while the bachelor level no is 89 having percentage of 36.17, Master level qualification is the greatest figure among the respondents which 104 in numbers and having percentage of 42.27%, the contribution from MS/Ph.D. level respondents is 45, having percentage of 18.2% of the total sample size.

TABLE 3.2: Gender

	Frequency	Percent	Cumulative Percent
Male	169	68.69	68.69
Female	77	31.30	31.30

TABLE 3.3: Age

	Frequency	Percent	Cumulative Percent
18-25	37	15.04	15.04
26-33	113	45.93	60.97
34-41	80	32.52	93.49
42-49	16	6.5	99.99

TABLE 3.4: Qualification

	Frequency	Percent	Cumulative Percent
Inter	8	3.2	3.2
Bachelor	89	36.17	39.3
Master	104	42.27	81.5
MS/Ph.d	45	18.2	100

3.7 Analytical techniques and tools

All Statistical tests including Reliability test, descriptive test, and correlation test were used. For conducting all the essential statistical calculations IBM SPSS and Amos was used. Path analysis technique on Amos was used to bring out the mediation analysis and moderation analysis.

Chapter 4

Results

4.1 Descriptive Statistics

Descriptive statistics conveys sum-ups regarding the sample size and the clarifications that are being prepared about the data. It describes the basic details to us about the data that is collected such as sample size, minimum value, maximum value, mean value and standard deviation of the data. Descriptive statistics also process huge figure of data into arranged and summarized arrangement. The details about the data collected in this research investigation are presented in the table as below.

TABLE 4.1: Descriptive Statistics

Variable	Sample Size	Min	Max	Mean	Std. Dev.
Age	246	1	4	-	-
Gender	246	1	2	-	-
Qualification	246	1	4	-	-
Supportive leadership	246	1	5	3.36	.793
Job Embeddedness	246	1	5	3.12	.847
Thriving at work	246	1	5	3.29	.871
Psychological capital	246	1	5	3.34	.719

Above table shows the descriptive statistics of the variables in this study. The table describes the figures related to minimum, maximum and average values for every variable and also describes the mean and standard deviation. Table includes columns in which first one comprises of the detail of variables, sample size of the study is enlighten by the second column of the table, minimum, maximum and mean vales are demonstrated in the third & fourth column of the facts collected. Gender has been measured on two factor category and the maximum value for Gender is represented by 2 whereas 1 indicates male & 2 signifies the female. Present study all four variables were measured in values range from 1 to 5. Supportive leadership which is the independent variable of the reading has a mean of 3.36 and a standard deviation of 0.793. Employees thriving at work place the dependent variable have a mean vale 3.29 and a standard deviation value is 0.871. Job embeddedness which is the mediator for current study showed a mean of 3.12and a standard deviation of 0.847 however the moderators in the learning. Values for Psychological capital 3.34 as mean and 0.719 as standard deviation respectively.

4.2 Correlational analysis

Correlation central aim is the indication of the relation between two variables whether the two variables move in parallel or contradictory directions. From regression analysis correlation is dissimilar in an approach that it does not take into consideration the fundamental linkages of variables in this study. In assessment this relation is examined for variables either affecting in the same or opposite way although not containing the nil connection. The unit to which increase in one of the variable fluctuates with one another is symbolizing by negative values. In the current study the correlation analysis broadly used coefficient for calculating association between relations. To compute dependence among two numbers usually Pearson correlation analysis is used to analyze correlation coefficient which is the most shared technique used. Correlation values range from -1.00 to +1.00 where +1.00 values show a positive correlation, whereas negative correlation is labels by negative values among the variables. Though, the value range -1.0 to -0.5 or 1.0 to 0.5 is high correlation, the value range -0.5 to -0.3 or 0.3 to 0.5 is moderate correlation and the value range -0.3 to -0.1 or 0.1 to 0.3 is taken as low correlation, however if there is no correlation then the value will be 0 this means that there is no relation exist amongst the variables being studied.

TABLE 4.2: Correlational analysis

	Variables	1	2	3	4
1	Supportive leadership				
2	Job embeddedness	.389**			
3	Thriving at work	.325**	.523**		
4	Psychological capital	.337*	.251**	.222*	

*Correlation is significant at 0.05 levels (2-tailed)

**Correlation is significant at 0.01 levels (2-tailed)

Table 4.2 pronounces correlations among variables of the study. Supportive leadership is positively and significantly correlated with mediating variable job embeddedness with ($r = .389, p = 0.001$). It represents that the role of leader when become more supportive, employees feel more embeddedness at work due to the supportive role of leader. Supportive leadership and thriving at work are also significantly correlated with ($r = .325, p = .003$). It shows that the supportive role of leader also enhance the thriving of employees at work place due to the support of leader employees reciprocate by showing energy and learning at work place. While the correlation among supportive leadership and psy cap is also positive and significant with ($r = .337, p = .05$). Job embeddedness and thriving at work place are strongly positively and meaningfully correlated with ($r = .523, p = .001$). It shows that more employees feel embeddedness at work than they will be more thrive at their work due to their involvement at work place with others. Job embeddedness is also positively and significantly correlated with psy cap with ($r = .251, p = .001$). Thriving at work and psy cap are also positively and significantly correlates with ($r = .222, p = .003$).

TABLE 4.3: Competing different models with hypothesized 4 factor measurement model

Model	χ	Df	χ / df	$\Delta \chi$	Δdf	CFI	IFI	TLI	RMSEA
Hypothesized measurement (4 Factor Model)	877	773	1.14			.98	.98	.98	.02
Alternate Model 1: Combined "Supportive Leadership" and "Job Embeddedness" (3 Factor Model)	1365	776	1.76	488	3	.91	.91	.91	.05
Alternate Model 2: Combined "Supportive Leadership and Psychological Capital" (3 Factor Model)	1392	776	1.79	515	3	.91	.91	.90	.06
Alternate Model 3: Combined "Supportive Leadership and Psychological Capital" and then the combination of "Job Embeddedness and Thriving at workplace" (2 Factor Model)	2504	778	3.23	1627	5	.75	.75	.73	.09
Alternate Model 4: "All items Combined " (1 Factor Model)	4527	779	5.81	3650	6	.45	.45	.42	.14

Note: $n=246$, Values are differences of each of the substitute measurement models with hypothesized model

*** $p < 0.001$

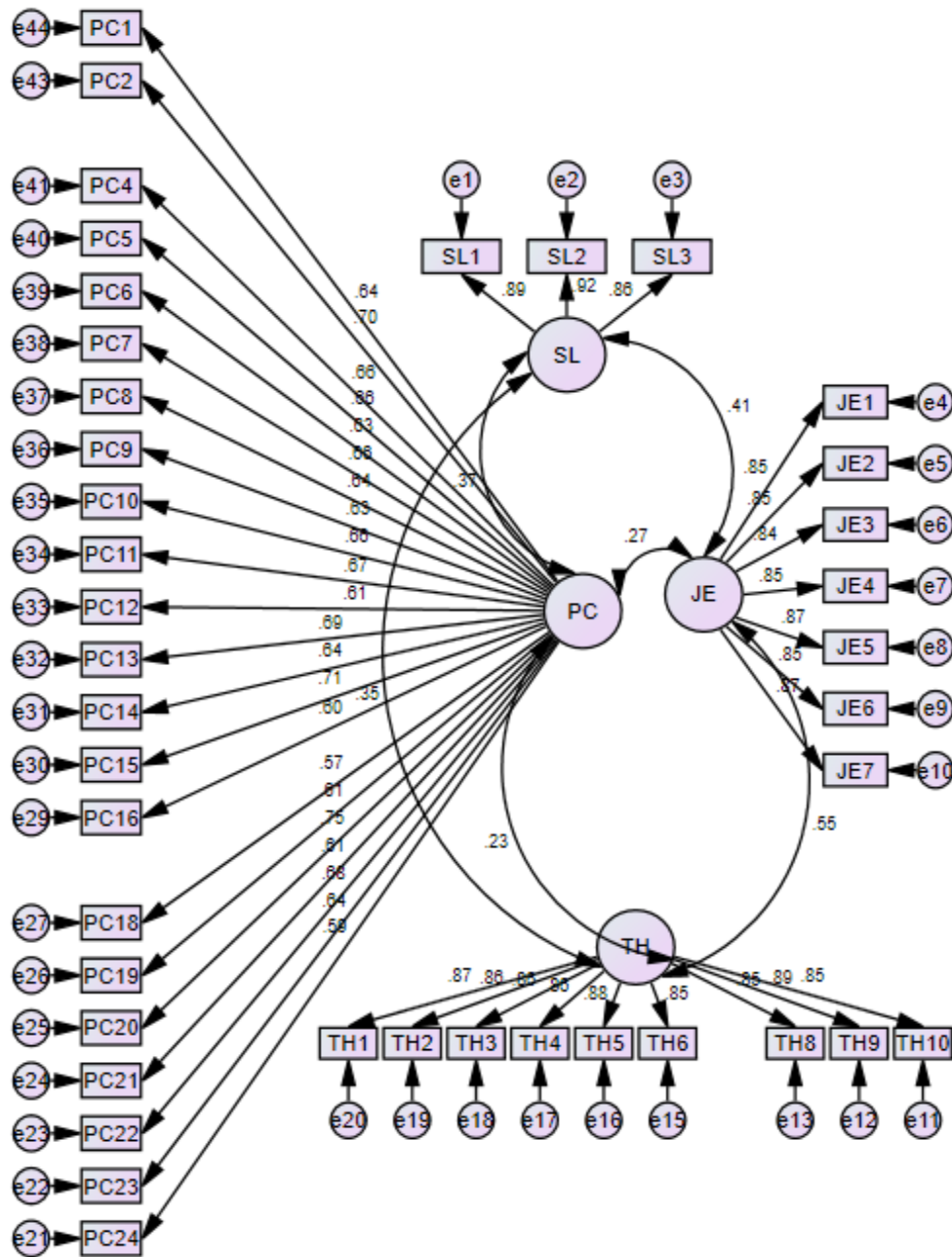


FIGURE 4.1: Measurement Model

4.3 Confirmatory factor analysis and competing models

To test the fitness of four factor model before testing mediating and direct effect, the confirmatory factor analysis was performed. Four factor models was

developed including all four variables Supportive Leadership, Job Embeddedness, Psychological Capital and Thriving at workplace by loading all of their respective items. Total items of supportive leadership were 3 and they were loaded correctly with values above .4. No of items for job embeddedness were 7 and all items were loaded well above 0.4 representing its convergent validity. Psychological capitals have 24 items and two items were deleted due to low loading than .4. Thriving at work have 10 items, 9 items were loaded above .4 and 1 item was deleted due to low loadings. The value of Chi square for four factor model was 877, Degree of freedom was 877, CFI was .98, IFI was .98, TLI was .98 and the value of RMSEA was .02. All mentioned values in table 4.2, for four factors hypothesized model represents its best fitness after dropping two items (PC3 & PC17) of Psychological Capital and one item (TH7) of Thriving at workplace.

For further verification of convergent and discriminant validity, three factors model was developed by combining two factors Supportive Leadership and Job Embeddedness. After comparing the results of this three factors model with four factor model, values shows the model was not best fit. Values for Chi-square =1365, degree of freedom =776, chi-square / degree of freedom =1.76, change in chi-square =488. Values of CFI, IFI, TLI were .91, .91 and .91. Finally the value of RMSEA was .05, although this model was also fit but comparative to 4 factors model it was less fit.

In Table 4.2, again another three factor model with some variations of variables combination (Supportive Leadership and Psychological Capital) was developed. The comparison of four factor model and newly developed three factor model with some different combinations, results represents the three factor model again less fit. The value of RAMSEA (.06) was above the accepted limit. The value of Chi-square, Degree of freedom, CFI, IFI and TLI were 1392, 776, .91, .91 and .90.

By combining Supportive Leadership with Psychological Capital and Job embeddedness with Thriving at workplace a new two factor mode (Model 3) were developed. A result of two factor model, mentioned in given table clearly represents its less fitness with following values. ($\chi = 2504$, $df = 778$, $\chi / d f = 3.23$, $CFI = .75$,

IFI = .75, TLI = .73, $p < .000$, RMSEA = .09). The variation of chi-square and degree of freedom were 1627 and 5.

For final test, one factor model was developed by loading all items on a single variable. After comparing the results of one factor model with four factor model, results show its less fitness ($\chi=4525$, $DF=779$, $\chi/DF=5.81$, $p < .000$, CFI=.45, IFI=.45, TLI=.42, RMSEA=.14). The change in RMSEA, Chi-square and Degree of Freedom were .12, 3650 and 6.

TABLE 4.4: Standardized Direct path coefficients of the hypothesized model

Direct path	Estimate	SE	CR	P
Supportive leadership → Thriving at work	.143	.050	2.45	.014
Supportive leadership → Job Embeddedness	.389	.049	6.61	.000
Job embeddedness → Thriving at work	.468	.060	8.01	.000
Psychological capital → Job embeddedness	.574	.241	2.80	.016
Supportive leadership * Psychological capital → Job embeddedness	1.475	.070	3.633	.018

TABLE 4.5: Standardized indirect path coefficients of IV on DV

Indirect Paths	BC 95% Confidence Intervals			
	Indirect Effect	LL	UL	P
Supportive leadership → Job embeddedness → Thriving at work	.182	.108	.277	.001

Note: $n = 246$, Bootstrap sample size = 2000, BC 95% CI = Bootstrap confidence intervals

** $p < 0.0$, *** $p < 0.00$

4.4 Structural Model Results

Hypothesized 4 factor model is already establish the best fit ($\chi = 877.10$, $DF = 773$, $\chi / DF = 1.14$ $p < .000$; $CFI = .98$, $IFI = .98$, $TLI = .98$, $RMSEA = .02$).

Results of the path analysis are presented in table 4.4a. Very first hypothesis of current study was that Supportive leadership is positively associated with thriving at work of employees. Results of the present study also support the first hypothesis. Table 4.4a represents that supportive leadership have positive and significant impact on thriving at work of employees with ($\beta = .143$ & $p = .014$). Hence based on the results of collected data the first hypothesis (H1) was accepted.

The second hypothesis of the study was about the mediating role of job embeddedness between supportive leadership and thriving at work .For testing the mediating role of job embeddedness, three paths were checked. In the very first step the impact of supportive leadership on job embeddedness was tested. The results revealed strong support for the acceptance of path “ a “ by proving that that supportive leadership have positive and significant impact on job embeddedness with ($\beta = .389$, $p = .000$) . It shows that support from leader enhance the embeddedness of employees at work place. After confirmation of path “ a “ , path “ b “ from mediator to DV was tested to satisfy the basic assumptions of mediation. Path “b“was also found significant. Table 4.4a reflects that job embeddedness have a positive and significant impact on thriving at work place with ($\beta = .468$, $p = .000$). After fulfilling the basic assumptions of mediation analysis the indirect effect of supportive leadership on thriving at work place through job embeddedness was tested and table 4.4b represents the calculated result. Table 4.4b represents that supportive leadership have a significant indirect effect on thriving at work through the mediation of job embeddedness with lower limit confidence interval 0.108 and upper limit confidence interval 0.277. There is no zero among lower and upper limit, therefore the mediating effect of job embeddedness among supportive leadership and thriving at work was found significant. Hence Hypothesis (H2) was accepted on the basis of results of the current study.

Third hypothesis of the current study was virtually about the moderating effects of Psychological capital on relationship of supportive leadership and job embeddedness, such that the relationship stands stronger when psychological capital remains higher than lower psychological capital. For testing moderating effect of the psychological capital on relationship of supportive leadership besides job embeddedness an interaction term was calculated by multiplying supportive leadership and psychological capital mean values. After calculating the interaction term, individual effect of supportive leadership and psychological capital were controlled and then the impact of interactive effect on job embeddedness was tested. Results of the moderating effect were presented in table 4.4a. Results provide justification for the moderated influence of psy cap on relationship between supportive leadership and job embeddedness. Impact of the interaction term on job embeddedness was found positive and significant with ($\beta = 1.475$, $p = .018$). Though moderation of psychological capital was proved but effect direction was not cleared. For checking the effect direction mod-graph was calculated.

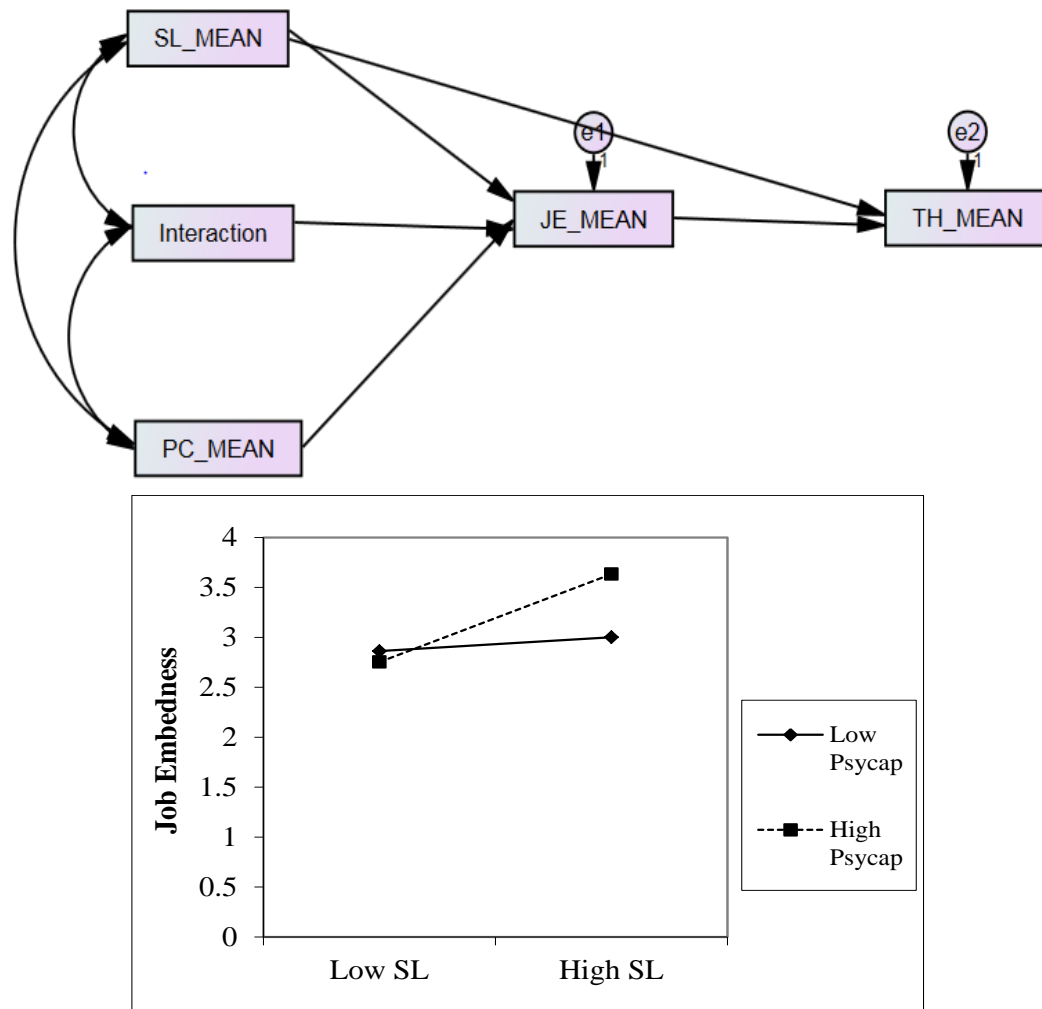


FIGURE 4.2

Mediator: Job embeddedness

Moderator: Psychological capital

S.L: Supportive leadership

4.5 Mod Graph

Mod graph was performed to check the direction of the moderating effect of psychological capital. Mod graph represent that when psychological capital was low then relationship between supportive leadership and job embeddedness was also positive and it is represented by a straight line while in case of high psychological capital represented by dotted line, the relationship between supportive leadership

and job embeddedness become stronger. The steepness of the dotted line shows the enhancing effect of the moderator psy cap on relation of S.L and J.E. Hence, (H3) was accepted that psychological capital moderated the relationship between supportive leadership and job embeddedness in a manner, that the relationship will be stronger and durable in case of higher psychological capital than low-slung psychological capital.

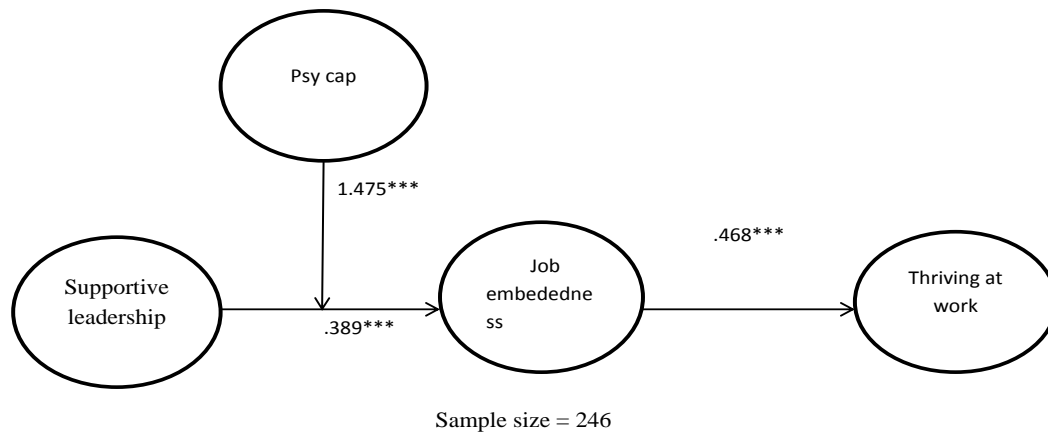


FIGURE 4.3: Hypothesized Structural Model and Structural Equation Model (SEM) Results

Structural model presenting direct, straight and facilitating effects and continuously mediating associations from supportive leadership towards thriving at work through Job embeddedness. Asterisks label significant values and consistent regression weight values are on paths.

Hypotheses	Statement	Result
H1	There is positive relationship between supportive leadership and thriving at work of employees.	Accepted
H2	Job embeddedness mediates the relationship between supportive leadership and thriving at work place of employees.	Accepted
H3	Psychological capital moderated the relationship between supportive leadership and job embeddedness.	Accepted

Chapter 5

Discussion, Conclusion, Limitations and Recommendations

5.1 Discussion

The purpose of current chapter is to discuss and elaborate results of the study relevant to previous section. It will also try to elaborate and explain the results and the relations with previous studies and emphasize on the results which are consistent with other studies and also those results which are not consistent with previous studies. Furthermore, answerers are proposed to all research questions, different recommendations for future, theoretical and practical implications are discussed. Limitation and conclusion are discussed.

5.1.1 Discussion on Research Question No 1:

First question that present learning tried to answer was listed in chapter 1.

Question 1:

Does any relation exist between supportive leadership and employee's thriving at work place?

For finding the answer to 1st question, a hypothesis was established and verified, that.

H1: There is a positive association between supportive leadership and employees thriving at work place.

It has been established in previous study that supportive leaders or supervisors by captivating concentration on the welfare and growth of sub ordinates, might create a supportive work atmosphere that offers the work setting essential for employees to yield proper risks, discover new conducts of doing things responsibly, and act agentically (Paterson, Luthans and Jeung, 2014). Agented work conducts of employees lead them to thrive at work place. Employees perform better feel energetic and open to learn new things when they are furnished with shared backing by Organizations in form of support provided by leaders, mentors and colleagues (Baumgartner et al., 2014), but as supervisors represent their organization and handle their employees on behalf of the organization then supervisor's supportive nature of leadership becomes a key factor to polish and lift the skills and abilities of employees (Eisenberger et al., 2002). Thus, improving and increasing performance as a result.

The 1st hypothesis was accepted and results provide significantly positive and strong support for this hypothesis. First hypothesis was that supervisor's support will increase employees thriving at workplace and was found consistent with previous literature (Paterson, Luthans and Jeung, 2014), which showed that supervisor support is positively related with employees thriving at workplace. Hence, it can be quantified that supportive leadership devours a strong and positive influence on employees' thriving at workplace.

Emphasis of the current study is on the employees thriving while working in the work setting of Pakistani organizations. According to social exchange theory Homans (1958) which states that people will develop relationships on the basis of cost benefit analysis. So, when an employee is getting social support from the supervisor will bring excellence and exceptional standards of performance from

that individual and also will develop loyalty, obedience and reliability for the supervisor and hence the employees feel vital at work and keen more to learn from their work setting. As most of the Pakistani organizations do not develop structures that are helpful or supportive for employees who need supports from their leaders in various situation they face at work setting. Therefore, these individuals or employees will look for support from the social environment i.e. either from colleagues or supervisors and when they get it they feel relieved and become fearless, bringing brilliance into their work with excellent performance which ultimately enhance their learning skills at workplace, when employees are supported from their leaders they feel confident, alive, energetic and work enthusiastically.

As structure of the Pakistani organizations does not provide a strong base for employees i.e. they are not equipped and provided on the job support properly. These individuals are in need of social support either from supervisor or colleagues. Supervisor support or supportive leadership is a contextual factor which promotes thriving at work. Existing literature on thriving is promoting leader supportive nature and encouraging style of leadership by taking an interest in the well-being and development of employees to create a supportive work environment that provide climate necessary for employees to take applicable risks, learn novel techniques of exploit things, and act obediently. These agented or obedient work behaviors of individuals ultimately motivate them towards thriving at work. This booms further exploration that peaks the influence of boss support on employee development (Sonenshein et al., 2013). Employees 'growth at work place leads them to the learning at work place. When employees learning skills are improved they feel confident and energetic at work place.

5.1.2 Discussion on Research Question No 2:

In very beginning chapter of this study the following questions were raised to uncover the underlying mechanism of supportive leadership with thriving at workplace behavior of employees was stated a possible explanatory mechanism in above-mentioned relationship. The research questions regarding these links were

Question 2:

Does job embeddedness play a mediating part between Supportive leadership and underling's thriving at work?

For finding an answer to 2nd question, a hypothesis was developed and tested that,

H2: job embeddedness mediates the relationship between the supportive leadership and thriving at workplace of employees.

Results of the present study provide strong support for acceptance of 2nd hypothesis. And results are also in line with the previous literature, that leader support in shape of availability and accessibility in time of needs. Encouraging employees for personal goals achievement and self-development, and avoiding unnecessary interference in employee's task and instead expressing apprehension for subordinates and compelling account of their distinct necessities can upsurge, lift the moral and motivation level of employees which ultimately improve zest and learning of employees at workplace (Rafferty and Griffin, 2004).

The role of leader is of vibrant importance in affecting organization climate, employee's attitudes and behaviors. In past different style of leadership were widely studied in relationship to employee satisfaction, well-being, physical and mental health. Some of the popular leadership styles like transformational leadership and charismatic leadership are found significant indicator of employees' performance. Supportive leadership is something recent concept of leadership, derived from attachment theory, that individuals have strong attachment with those who take care of their needs and wants, easily accessible, encouraging and non-interfering in each and every task. Leader support also represents those leaders, who are extremely supporting their employees at workplace and have removed all the communication barriers. They are encouraging their followers to take steps and make decisions on their own. This attitude of leader helps employees in thinking and learning something new and creative, and then they implement these new leanings and ideas at workplace by taking responsibility on their own. Supportive nature leader avoid unnecessary intervening in employees task responsibilities, such behavior from leader encourage employees to do their jobs in their own style. The

more directive leader behaviors kill employee learning, creativity and innovative abilities. Leader support in a complete packet which explodes employees learning and innovative ideas. Such new learning generates innovative ideas which are encouraged, promoted and then implemented to the workplace. Employees also feel a certain form of proud, dignity and respect that their ideas are encouraged and valued by their leaders, and their sense of learning, vitality and progressive feelings increased due to which they put their maximum efforts to their work. And the organizational success is totally dependent on the performance of their employees, satisfied and happy workers are the most valuable assets of organization to perform and compete effectively in the market place.

Accessibility and availability of leaders are the initial theme of leader support. Availability of leader helps employees in analyzing their strength and weaknesses, after that within the guidance of leader weaknesses are controlled through continuous mentoring and coaching. While the strengths are identified and polished, in the light of leader advices and support. Leader encouragement for growth is the most attractive and motivating factor for employees, such leader behavior helps employees to satisfy their personal goals under the supervision of leader, leaders also helps in developing employees skills, knowledge and abilities that are part of employees long term development process. When employees feel that their goals are met and achieved due to instrumentality of their leader, then they also reciprocate in form of their commitment, loyalty, trust and performance. While the non-interfering behavior of leader helps in building employee confidence to do task on their own. Employees also feel empowered and autonomous, their sense of learning at workplace take boost, when they are learning from their routine and experience they feel confident and feel fresh, energetic and vital which results in their engagement in extra role behavior.

As Spreitzer et al. (2005) have recognized that actions that transported compliance in the conducts of individuals conducts, such as task focus, investigation plus job embeddedness, are the appliance of thriving at work place. Job embeddedness expresses the forces that retain employees in jobs, and work like a net or a web in which an individual can become stuck. As the job embeddedness model involves

two dimensions of organization and communal, each with three components (links, fit, and sacrifice). Supportive nature leaders motivate employees to be connected to their bosses, colleagues and all others formally or informally either it is for psychological or financial cause, Keep them effectively tie to their organization. Supportive leaders promote employee's perceived compatibility or comfort with organization and with their surroundings, greater the fit they more tied to their organization. Individuals who remain more energetic, active, determined and fixed at work are expected keener to practice. Embedded employees integrate the positive psychological resources of vitality and learning. Because such behaviors are challenging in nature and can't be expected from less embedded, less motivated and dissatisfied employees. It's explained in earlier part of discussion that leader support enhances employee's embeddedness, stuckness to his cause and task and motivation. Highly motivated and embedded employees thrive in uncertain and nonlinear atmospheres, because when they thinks that their efforts, ideas and performance are encouraged, promoted and rewarded by their leaders then they always try to come with something new even in daily course of action too.

In the famous and revolutionary concept of resource based view, it was established that human capital is the most valuable asset that can provide sustainable competitive advantage to organization in this worldwide competition. So employees' full potential can be gained when they are motivated at workplace. When individuals feel affective commitment and embedded attitude towards their organizations then they can do wonders to bring thriving and innovation to workplace. Thriving at work behavior are now required from organization to bring innovation. And Thriving cannot be brought to workplace only with the strategies of top management, employees' engagement in such activities is necessary to satisfy the demand of thriving in marketplace. And such thriving can be brought to workplace with the consent of employees and deliberate engagement in such activities, because in controlled environment it's not possible to put out the best of employees. Self-concordance model also states that employees are embedded and motivated when their goals are attractive and aligned with organizational goals. Supportive leadership style provides this foundation in form of encouraging employees for personal

goal achievement. Therefore, employees working under the supervision of leaders who are supportive in nature, who are accessible and available for help and direction, encouraging for self-development and empowering to do jobs in their own ways, are motivated and confident enough to engage in extra role behaviors like, personal initiative, voice behavior, proactive behavior, organizational citizenship behavior and Thriving at work behaviors.

5.1.3 Discussion on Question no 3:

To enhance the constructive relationship concerning supportive leadership besides employees' job embeddedness, Psychological capital relationship was questioned to moderate that effect of support leadership on employees' job embeddedness. The following question was raised in chapter 1;

Question 3:

Does psychological capital plays moderating role on the relationship of supportive leadership and job emeddedness?

To answer the following question, support was gained from the previous literature and the following hypothesis id proposed;

H3: psychological capital moderates relationship between supportive leadership and job embeddedness at work such that when there is a high psychological capital the relationship among Supportive leadership and job embeddedness will be stronger than psychological capital.

Results of collected data strongly support hypothesis 3 of the study. Mod graph also respond in proposed direction that high Psy cap strengthen relationship between supportive leadership and job embeddedness. Results are also in line with previous literature on Psy cap, the novel core enthusiasm of employees to stay on the jobs. Psy Cap increases job embeddedness for employees who in turn improve their performance (Sun, Zhao, Yang, & Fan, 2012).

It was proposed that psy cap is moderating relationship between supportive leadership and job embeddedness such a way, in presence of psy cap the direction of

their relationship will be stronger. As this study used psy cap as a moderator between supportive leadership and job embeddedness.

Psy Cap considered as a significant positive psychological resource that energizes and develops worker's performance through its optimistic reasoning, and motivational processes (Luthans, Youssef and Avolio, 2007). Supportive nature Leaders are found to be engaged in exchange relationships with their followers. Employees having high psy cap have more confidence to accomplish and succeed in a stimulating task by putting the essential efforts. This positive psychological state of development of the individual consumes greater amounts of effort on a given job. As self-efficacy describes as a positive belief and individual's persuasion about their capacities and skills towards trigger the enthusiasm, mental capitals before taking any act needed for efficient device particular duty within specific work environment with a supportive climate from their immediate supervisors. This dimension of psy cap motivates them to be more embedded and engage with his job and will show greater commitment. Psy cap second dimension of optimism is a positive attribution of the individuals to be succeeding now and in the future. Employees who are optimist use this positive resource of individual's psy cap to connect with optimistic effect, attitude before acknowledgment of actions. This phenomenon includes constructive feelings, motivations and recompenses the condition of being honest with his job. Thus they feel more attached to their jobs. Positive psychological concept of hope is one of the features from psy cap of the individual comprises of three key theoretical foundations: agency, pathways, and goals. When employees having the determination to complete the planned or projected effect then will inhibit to follow a goal. High hoper's individuals have a covert ability to predict problems to challenges. Organization's employees having high hope are proved to be extra profitable. Thus individuals with high psy cap resources will be more profound and attached with his job and organization as they are hopeful now and for the future. Affirmative psychological ability of rebound or bounce back from bad luck, ambiguity, struggle, disaster is the last feature of Psy cap of an individual. Positive emotions in employees improve their resiliency in characteristic of negative proceeding. Hostile situation made individuals more

resilient every time they succeed by bounce back from hindrance. These helpful reactions of emotions must rising strengthening effects on employees motivations and emdeddness to their jobs.

The followers who were considered in in-group of leader are found high performers then out-group members and this phenomenon is known as self-fulfilling prophecy. Which mean that when leader expectation from their followers increases the performance of employee also increase in order to meet the expectations of his/her supervisor? But there are something more than just expectations of supervisor in these exchange relationships. Employees having high psy cap having good relationship with their supervisors have strong sense of psychological safety at work, job security, fair treatment and many more factors that can positively affect his mental and physical health. Therefore positive state of development such as high psychological capital of the employees establishes good relationship with supervisors. Supportive leadership style will shape the perceptions of employees about workplace, and such perceptions is the key motivating factor for employees to be attached and embedded with their jobs.

Supervisor supporting nature and encouraging follower decisions in organization are component of social exchange theory having mutually trusted environment. SET works on mutual exchange, individuals who are treated in a good manner by others and their leaders and supervisors employees feel a responsibility to respond positively and return the favorable behavior in anyway. In such relationship, employees are more loyal having high degree of trust in their supervisor abilities and decisions. Individual's according to norm of reciprocity needs supports from their fellows over time, thus experience the need to respond the support received from others. At the core of social exchange theory, leaders empowering follower by showing their confidence in employee's abilities, such empowerment fuels the motivation level of employees and as result they are working with their full motivation, energy and potential. Psy cap and leader support will work like double edge sword for enhancing employees' motivation and establishing safe and health working climate.

5.2 Implications

5.2.1 Theoretical implication

Present studies have presented several theoretical implications which can foster future research in different domains.

The present study has established relationship of leader supportive nature with thriving at workplace behaviors of employees. Supportive leadership is new style of leadership derived from attachment and social exchange theory. Support leadership is a complete package of leader availability, encouragement and non-interference. Leader support can be studied in relation to multiple positive concepts like organizational citizenship behavior, organizational commitment, job satisfaction etc. Supportive leadership can also be studied in certain types of challenging behaviors like voice behavior, personal initiative and taking charge behaviors etc.

Present study is based on social exchange theory and can also be justified through social information processing theory. Social information process theory states that contextual factor like leader behavior and contextual relationship shape organizational climate which results in specific behaviors of employees like thriving at work place.

Present study has included job embeddedness as significant mediator to support the relation between supportive leaders and thriving at work place of the employees. Future research can add different mediators like psychological safety, organization base self-esteem and felt obligation for constructive changes in the independent and dependent relationship based on theoretical foundation of theory of planned behavior. Theory of planned behavior states that individual self-efficacy, subjective norms shapes his behavior.

Future studies can also explore other leadership styles like inclusive leadership to promote thriving at work behaviors of employees. Along with these different dispositional factors like psychological safety can be used to enhance individual engagement in thriving at workplace behaviors.

The present study has added psychological capital as moderator on the relation of supportive leaders and thriving at workplace behaviors of employees. Future studies can add different contextual and dispositional moderators like innovation enhancing HR practices, employee's self-efficacy, and epistemic curiosity etc. to identify the possible enhancer of employee's motivation and embeddedness or stuckness at work.

At last the present study have focused on private banking sector of Pakistan, researchers in future can consider different industries and conduct cross industries studies to establish a comprehensive framework of thriving at workplace behaviors of the employees

5.2.2 Practical Implication

The current study has proposed significant indicators for private banking industry of Pakistan to engage their employees in thriving work behaviors. Pakistan have high power distance society and managers are trying to use authority and power due to culturally shaped mentality, but learning and vitality with innovative ideas cannot be bring out without engagement of each and every employees. Learning and creativity at all level of organization is needed for survival in this quickly changing atmosphere. So organizations are advised to counsel and train their supervisor for providing good guidance to their followers in the form supportive nature style of leadership. Leader support base characteristics should be placed as evaluation criteria for supervisor, so that employee learning and thriving at work behavior should be endorsed.

Organization needs to encourage thriving at work behaviors of employees and promote it through positive style of leadership and other means like rewards, bonus and other incentives. Organizational members should be communicated so that they can understand the importance of thriving and the mutual benefit both organization and its member will secure after successfully brought changes in behaviors of employees by promoting thriving at workplace. Organizations can develop sense of learning at work and vitality elements through providing

supportive climate to their employees through their representative which are the leadership and managers of the organization. Supervisors or managers through their supportive style of leadership can also developed progressive feelings with energy and zest among their followers. Injecting vitality factor supportive nature leaders makes it easier for individuals to feel alive and passionate for work. It is an affective component that can boost the performance of individuals and effectiveness of the organization. Leaders when delivers their support to their sub ordinates their learning sense increase reasoning and give them wisdom of their personal progress while mounting new capabilities and skills.

Employees goals should also be keep into account by providing them sufficient opportunities to develop their skills and abilities through learning. Knowledge sharing and organizational support should be promoted in order to building continuously learning environment, which will get organization to the array of market leaders. Employees will also get benefit both in term of monetary rewards and psychological satisfaction.

5.3 Limitations

The present study have tried to overcome all the possible limitations like one source data, cross sectional design etc., but due to time constrains there are still methodological and theoretical flaws which future research should take into accounts while conducting studies on the particular variables of the stud. These shortcomings are;

The very first limit of current study is the small sample size. Data was collected from three cities of Pakistan which can raise question on the generalization of results in other cities of Pakistan and also its global recognition.

Second the data was collected only from private banking industry, which is still not flourished properly, the results of the present study may varies from industry to industry.

Thirdly, the present study has not considered demographics of leader, which may effect the behavior and leadership style of leader. But to keep the questionnaires simple and easy to fill such redundancies are avoided.

Theoretically, current studies not without limitations. Leader support scale was extracted from general secure base support its questionnaires is not still tested and validated by different samples and studies.

In last, the present study have considered one contextual factor of leadership style and one dispositional factor psychcap, future studies should consider many dispositional factors along with many contextual factors to analyze the thriving behavior of employees at workplace.

5.4 Conclusion

The present study has been conducted in banking industry of Pakistan to test the effect of leader supportive style on employee thriving behavior at work place. Supportive leadership comprise of three aspect, these are availability of leader support, encouragement of followers for personal growth and non-interference in employees work. As it was proposed that complete package of leader support boast up employee morale and motivation level and employees transform these energies to workplace in form of thriving behavior which is joint experience of learning and vitality. Furthermore, psychological capital relationship among leader and follower embeddedness to their jobs enhance constructive effect of leader support on employees thriving at work place. It was concluded that leaders are main source in building employees perceptions and attitudes, and then predicting their behavior. Leader support is one of the influential style of leadership that significantly influence employees creativity and thriving behavior at work.

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Appendix



CAPITAL UNIVERSITY OF SCIENCE AND TECHNOLOGY

ISLAMABAD

Department of Management Sciences

5.5 Survey Questionnaire

Dear Participant,

I am students of MS Management Sciences at Capital University of Science & Technology Islamabad. I am conducting a research on impact of **Supportive leadership on employees thriving at workplace, mediating role of job embeddedness and moderating effects of psychological capital**. You can help me by completing the attached questionnaire; you will find it quite interesting. I appreciate your participation in my study and I assure that your responses will be held confidential and will only be used for education purposes.

Sincerely,

Irfan Ali

Please tick the relevant choices:

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

1	My leader Considers my personal feelings before acting.	1	2	3	4	5
2	My leader behaves in a manner which is thoughtful of my personal needs.	1	2	3	4	5
3	My leader sees that the interests of employees are given due consideration.	1	2	3	4	5
4	I find myself learning often.	1	2	3	4	5
5	I continue to learn more and more as time goes by.	1	2	3	4	5
6	I see myself continually improving.	1	2	3	4	5
7	I am not learning.	1	2	3	4	5
8	I have developed a lot as a person.	1	2	3	4	5
9	I feel alive and vital.	1	2	3	4	5
10	I have energy and spirit.	1	2	3	4	5
11	I do not feel very energetic.	1	2	3	4	5
12	I feel alert and awake.	1	2	3	4	5
13	I am looking forward to each new day.	1	2	3	4	5
14	I feel confident analyzing a long-term problem to find a solution.	1	2	3	4	5
15	I feel confident in representing my work area in meetings with management.	1	2	3	4	5
16	I feel confident contributing to discussions about the companys strategy.	1	2	3	4	5
17	I feel confident helping to set targets/goals in my work area.	1	2	3	4	5
18	I feel confident contacting people outside the company (e.g., suppliers, customers) to discuss problems.	1	2	3	4	5
19	I feel confident presenting information to a group of colleagues.	1	2	3	4	5

20	If I should find myself in a jam at work, I could think of many ways to get out of it.	1	2	3	4	5
21	At the present time, I am energetically pursuing my work goals.	1	2	3	4	5
22	There are lots of ways around any problem.	1	2	3	4	5
23	Right now I see myself as being pretty successful at work.	1	2	3	4	5
24	I can think of many ways to reach my current work goals.	1	2	3	4	5
25	At this time, I am meeting the work goals that I have set for myself.	1	2	3	4	5
26	When I have a setback at work, I have trouble recovering from it, moving on.(R)	1	2	3	4	5
27	I usually manage difficulties one way or another at work.	1	2	3	4	5
28	I can be on my own, so to speak, at work if I have to.	1	2	3	4	5
29	I usually take stressful things at work in stride.	1	2	3	4	5
30	I can get through difficult times at work because Ive experienced difficulty before.	1	2	3	4	5
31	I feel I can handle many things at a time at this job.	1	2	3	4	5
32	When things are uncertain for me at work, I usually expect the best.	1	2	3	4	5
33	If something can go wrong for me work-wise, it will.	1	2	3	4	5
34	I always look on the bright side of things regarding my job.	1	2	3	4	5
35	Im optimistic about what will happen to me in the future as it pertains to work.	1	2	3	4	5
36	In this job, things never work out the way I want them to.	1	2	3	4	5
37	I approach this job as if every cloud has a silver lining.	1	2	3	4	5
38	I feel attached to this organization.	1	2	3	4	5
39	It would be difficult for me to leave this organization.	1	2	3	4	5
40	Im too caught up in this organization to leave.	1	2	3	4	5

41	I feel tied to this organization.	1	2	3	4	5
42	I simply could not leave the organization that I work for.	1	2	3	4	5
43	It would be easy for me to leave this organization.	1	2	3	4	5
44	I am tightly connected to this organization.	1	2	3	4	5

Please provide following information.

	1	2
Gender	Male	Female

	1	2	3	4	5
Age	18- 25	26-33	34-41	42-49	50 and above

	1	2	3	4	5	6
Qualification	Matric	Inter	Bachelor	Master	MS/M.Phi	PhD