Revitalizing Pakistan's Telecommunication Sector: Analyzing the Impact of Transformational Leadership Styles and Job Autonomy on Employee Vitality, with the Moderating Role of Self-Efficacy

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ABSTRACT

This research study investigates the relationship between transformational leadership (TL), job autonomy (JA), self-efficacy (SE), and employee vitality (EV) in organizational contexts. This study, based on Self-Determination Theory, examines how these elements interact to impact employees' perception of vitality, excitement, and motivation at work. Data was acquired from telecom industry employees using a survey method and was analyzed through SPSS and Smart PLS. The findings show that transformational leadership is crucial in increasing employee vitality, underlining the relevance of inspiring leadership approaches in cultivating a vibrant workforce. Furthermore, job autonomy has been revealed as a strong predictor of employee vitality, emphasizing the importance of job design in influencing individuals' motivation and well-being. However, the study fills a significant research gap and adds a vital dimension by investigating the moderating influence of self-efficacy, or a person's conviction in their ability to do tasks. The findings show that self-efficacy moderates the links between transformational leadership and employee vitality considerably. Employees with higher degrees of self-efficacy gain even more from transformational leadership in terms of vitality. These findings have far-reaching consequences for both organizational practice and future study. They emphasize the need of leadership development, job design, and self-efficacy cultivation inside enterprises to enhance employee vitality. The study also encourages additional research into the dynamics of these relationships and the environmental and individual variables that may impact the reported effects.

Keywords: Transformational leadership, Job autonomy, Self-efficacy, employee vitality, Telecommunication

INTRODUCTION

Employee vitality and well-being have gained immense recognition in today's ever-changing landscape of modern enterprises. The modern workplace is defined by rising demands, rapid shifts, and high performance expectations. As a result, there is an increasing realization that employee well-being is not only important for individual health and pleasure, but it is also critical for organizational performance and sustainability (Schaufeli, Bakker and Salanova, 2006). Employees that feel energized, enthusiastic, and motivated at work are more likely to be engaged, productive, and devoted to their employers (Schaufeli et al., 2006). Employee vitality is heavily influenced by job-related factors. Among the many elements that influence employee vitality, leadership style and work autonomy have received a lot of attention in the literature. Transformational leadership, defined by inspiring and visionary leadership, and the provision of autonomy in work duties are two strategies that have gained importance due to their ability to improve employee vitality.
Transformational leadership, initially articulated by Burns (1978) and further elaborated upon by (Bass and Riggio, 2006), is well known for its ability to favorably improve employee vitality. Transformational leaders excite and inspire people by building a common vision, stimulating creativity and innovation, and developing a sense of belonging and identification with the business (Bass & Riggio, 2006). Transformational leaders create a work environment that can boost employees' intrinsic motivation and vitality by giving intellectual stimulation and personalized assistance (Lin et al., 2020; Jacobs et al., 2013; Lajoie, Rousseau and Boudrias, 2022).

The three primary ways that a leader fosters thriving at work are through demonstrating open behaviour, enhancing psychological security, and demonstrating empathy(Lajoie et al., 2022). The interaction process between leaders and employees is emphasized by transformational leadership. Typically, it supports broad information sharing, learning, and creativity. For instance, transformational leadership can encourage employees' high-level desires for self-realization with the organization's vision and purpose, or it can help them satisfy higher-level internal wants (Lajoie et al., 2022; Lin et al., 2020).

Employee vitality is increased when transformative leaders foster a sense of meaning, purpose, and belonging. The belief in one's own potential to achieve, or self-efficacy, is a critical component of employee motivation and wellbeing. By giving professional growth opportunities, giving constructive criticism, and demonstrating trust in their followers, transformational leaders help people feel more capable of achieving their goals. It has been demonstrated that this elevated self-efficacy positively improves worker vitality (Karimi et al., 2023; Shang, 2023).

Additionally, job autonomy, defined as the extent to which employees have power and discretion over their responsibilities and decisions (Hackman and Oldham, 1980), can lead to employee vitality. Employees with job autonomy can make decisions based on their abilities, interests and priorities. The ability to be involved in work can increase the wellbeing of employees by supporting a sense of ownership and responsibility (Zijl, 2022; Li, 2018).

Previous research has investigated the effects of transformational leadership and job autonomy on employee’s vitality (Bakker and Demerouti 2017, Liu et al., 2020). There is little research on how these factors together contribute to employee vitality. Moreover, there is a significant research gap on the moderating role of self-efficacy on the relationship between leadership style and employee vitality. Self-efficacy, defined as one's basic belief in one's ability to complete tasks and overcome obstacles (Bandura, 1977), appears effective in this regard. Individuals with high self-efficacy can view problems as opportunities for growth and development, which can increase energy and motivation at work (Stajkovic and Luthans, 1998). Therefore, the aim of this research is to uncover the gap by investigating the impact of transformational leadership style and job autonomy on employee vitality, while also taking into account the moderating function of self-efficacy. It aims to shed light on how these elements interact and impact employee wellbeing, providing useful insights for both academics and practitioners.

LITERATURE REVIEW

Transformational Leadership and Employee Vitality

Transformational leadership is defined as the effective and creative exchange between leaders and followers to guide followers through a transformational vision. Transformational leadership, is especially necessary for motivating key employees (Niessen et al., 2017). Various studies have shown that
transformational leadership is beneficial for employee’s vitality. Transformational leadership has an impact on the work environment, which directly affects employee’s vitality (Shang, 2023). Transformational leadership is also said to have a positive impact on commitment and well-being at work, two elements that support vitality of employees (Yodani and Rimadias, 2022). Bakker and Demerouti (2017) conducted a comprehensive analysis of the impact of transformational leadership on employee’s vitality, demonstrating the relationship of various elements. According to early research, transformational leaders can create a positive work environment and increase employee commitment and happiness (Bass and Riggio, 2006). Additionally, this type of leadership is related to the basic functions of employees, including their emotional, mental, and physical health (Demerouti, Bakker, Nachreiner, & Schaufeli, 2001).

According to existing research, transformational leaders can have a positive impact on the well-being of their followers through processes such as teamwork, job design, and collaborative working hours (Bakker and Demerouti, 2017). To better understand how transformational leadership supports vitality of employee and leadership behaviors that increase well-being in organizations, this study aims to connect these elements and present ways to achieve this goal. According to Eduful, (2017)) transformational leadership is the key to empower people and contribute to the success of businesses. In addition, Thebo (2021) states that the learning process in the organization, the quality of the work and the effectiveness of the work occur with the transformational leadership. Susilo (2018) believes that transformational leadership empowers employees by meeting their personal development and problem-solving needs. Transformational leadership has an impact on employees' productivity, creativity, and happiness at work, which makes employees stronger (Udi, 2020).

**H1: Transformational Leadership has a significant positive impact on employee vitality**

**Job Autonomy and Employee Vitality:**

Numerous studies have been conducted on the connections between job autonomy and employee wellbeing and behavior. Job autonomy has been linked in the literature on public administration to increased job satisfaction, increased job involvement, and decreased stress (Hassan, 2012; Pearson & Moomaw, 2005; Tummers et al., 2016; Vinarski-Peretz and Kidron, 2023). It is anticipated that more workplace autonomy will also improve worker vitality. People that have job autonomy operate according to their core beliefs, objectives, and passions (Graves & Luciano, 2012). Further researchers' empirical research also demonstrated that people felt more alive in an environment that supported their autonomy than in one that was controlled (Muraven et al., 2008; Ryan et al., 2010; Tummers et al., 2016).

According to Tummers (2016), Employee vitality can be impacted by a leader's task coordination and work autonomy. Public organisations may be able to boost worker vitality by giving workers more job autonomy and by having leaders communicate tasks more frequently. Increasing employee autonomy is a trend in organizational job design that aims to improve performance.” staff vitality is positively influenced by autonomy, and supportive leadership is likewise positively influenced by staff vitality (Tisu et al., 2021).

Job autonomy influences employees' willingness to look for resources to help them do their tasks more effectively. As a result, the degree to which employees obtain support from their peers as a result of leaders' behavioral integrity may differ depending on their job autonomy (Liu et al., 2020). High job autonomy perceivers are more likely to be engaged in and accountable for their work, feel self-controlled, and love their work. Because they have a lot more freedom at work, they are driven to look for the tools they need to do their jobs more effectively that is a source of employee vitality (Choi et al., 2020).
H2: Job autonomy has a significant positive impact on employee vitality

**Self-Efficacy and Employee Vitality**

Positive self-efficacy may improve employee vitality. According to Bandura (1977), self-efficacy improves people's capacity to persevere and manage when faced with obstacles at work. This results in improved focus on challenging tasks as well as the resources and ability to approach problems in novel and creative ways. When people think they can solve obstacles creatively, they thrive more. (Dongwon, 2017). Employees with creative self-efficacy aggressively seek out resources in order to conduct broader searches for information. Employees that actively seek out information are more likely to thrive because they are exposed to novel and flexible concepts, knowledge, and tactics. When people think they can employ novel and practical tactics to accomplish their goals. They will probably prosper if they always strive to get better and welcome every day as an opportunity to get better (Salem et al., 2021).

Research investigations examining the relationship between employee vitality and self-efficacy have shown encouraging outcomes. According to various studies, there is a favourable correlation between vitality and self-efficacy and workers who felt more confident in their abilities were more likely to be more engaged and crucial in their jobs (Xanthopoulou et al., 2007; Van den Bosch et al. 2018). Furthermore, it was discovered that employee vitality and general well-being were positively correlated with self-efficacy, highlighting the significance of self-beliefs in fostering a robust and healthy workforce. Strong self-efficacy beliefs have been linked to improved resilience, motivation, and work satisfaction, all of which support employee vitality. Employers who understand the value of employee vitality and self-efficacy can take steps to improve these aspects of their workers' experiences, which will boost productivity and well-being (Muavia et al., 2022).

H3: Self-efficacy has a significant positive impact on employee vitality

**Transformational Leadership, Self-efficacy and Employee Vitality**

High general self-efficacy may be related to the expanding, complicated, and demanding nature of leadership responsibilities in organizations and is considered to be an important asset to companies. The job motivation of leaders in the face of rapid change and demanding work requirements or conditions, as well as a buffer protecting people from the possibly demoralizing effects of failure (Dwyer, 2019). Based on the self-efficacy theory, it can be anticipated that more universal self-efficacious employees tend to be more capable, as they have a tendency to put up more effort to carry out their tasks in circumstances and to endure longer when confronted with challenges (Mesterova et al., 2015). According to theory of transformational leadership, a leader collaborates with the teams within the organisation to determine what needs to change and then develops a fresh vision to drive that change. Through a variety of strategies, transformational leadership strengthens followers' work ethic, drive, and productivity. These factors lead towards greater employee vitality (Thebo et al., 2021).

Transformational leadership fosters a healthy work environment, increases employee morale, and fosters innovative thinking. An employer who is happy in his position is more likely to stick with the business. Through transformational leadership, staff members' attitudes and presumptions are altered, and their dedication to an organization's mission is increased. Transformational leaders make their staff members feel supported by attending to their needs and promoting personal development and enable the employees to experience vitality (Wang et al., 2023).
H4: Self-efficacy positively moderates the relationship between transformational leadership style and employee vitality

**Theoretical Framework**

Deci and Ryan (1985) developed Self-Determination Theory (SDT), which serves as the core framework for understanding how transformational leadership style, job autonomy, and self-efficacy jointly promote employee vitality. Individuals have fundamental needs for autonomy, competence, and relatedness, which are essential for motivation, well-being, and general thriving, according to SDT. These concepts outline the links between leadership techniques, work features, personality attributes, and employee well-being in the context of this study.

According to SDT, people have three innate psychological requirements. Autonomy refers to the desire for self-determination and the ability to make choices, competence to the need to feel competent and capable, and relatedness to the desire for social connection and a sense of belonging (Deci & Ryan, 1985). The satisfaction of these needs is critical for healthy motivation and well-being.

According to Bass and Riggio (2006), transformational leaders are known for their ability to inspire and motivate employees by providing a shared vision, intellectual stimulation, individualized support, and fostering a sense of belonging within the organization. By fostering a supportive and linked work environment, transformational leadership may directly affect the satisfaction of the demand for relatedness. Moreover, Job autonomy, an important component of job design, allows employees to exercise control and make decisions about their work activities (Hackman & Oldham, 1980). It is consistent with the desire for autonomy within SDT since it allows individuals to have a feeling of self-determination in their job-related decisions.

According to Bandura's Social Cognitive Theory (Bandura, 1977), self-efficacy is an individual's conviction in their ability to accomplish tasks and overcome problems. Higher self-efficacy is linked to a better sense of competence and the ability to achieve work-related objectives (Stajkovic & Luthans, 1998). Within the SDT paradigm, self-efficacy corresponds to the desire for competence. Within the SDT paradigm, employee vitality, defined as a sense of energy, passion, and motivation in one's job, is directly connected to intrinsic motivation (Schaufeli et al., 2006). It shows the good well-being results that occur from meeting psychological requirements.

Transformational leadership is projected to favorably affect employee vitality by cultivating relatedness, whilst job autonomy is expected to contribute to vitality by encouraging autonomy. As a moderating variable, self-efficacy is predicted to relate with these interactions. Individuals with greater levels of self-efficacy are more likely to respond favorably to transformational leadership and job autonomy, increasing their influence on vitality (Stajkovic & Luthans, 1998).

This SDT-based approach provides a comprehensive knowledge of how leadership strategies, job factors, and human attributes interact to promote employee vitality. It directs the study's hypotheses and findings interpretation, highlighting the interaction of autonomy, competence, relatedness, and self-efficacy in the context of employee well-being.
METHODOLOGY

This study employs a quantitative research approach. It uses survey method in a cross-sectional study design. The deductive approach is used to study the influence of transformational leadership style and work autonomy on employee vitality, with an emphasis on the role of self-efficacy as a moderator.

Population and Sample

The research study is conducted on the telecom sector of Pakistan. Telecom industry is one of the key elements to support connectivity, economic, as well as technological developments. This sector plays an instrumental role in economy’s development and modernization process which in turn leads to higher productivity and innovative activities (Lam and Shiu, 2010).

The population of the present study are employees working in the telecom sector of Pakistan. There are around 44,200 employees working in the telecom sector of Pakistan (Amin, 2023). Around 450 questionnaires were sent to different telecom companies. 380 responses were finalized as the sample size of 380 is estimated by using Morgan sample table. While Convince sampling technique is used to approach the employees, sample elements were drawn by using purposive sampling to ensure that those who can understand the questionnaire and provide the required information are included in the study. Moreover, researchers claim that this sampling technique can help to draw factual and logical conclusion (Saunders and Lewis, 2018).
Data was collected through questionnaire method. During data collection, ethical principles and informed consent processes are followed. Participation is completely voluntary and all participants' privacy and anonymity are scrupulously observed.

Instruments

Questionnaire method was used to measure different contracts. To measure transformational leadership style, a scale developed by (Podsakoff et al., 2019) was adapted. It has 5 dimensions. It consists of 15 items. The sample item is “My leader/ manager is always seeking new opportunities for the unit/ department/organization”.

To measure job autonomy, a scale developed by (Breaugh, 1985) was adapted. It consists of 9 items. The sample item is “I am allowed to decide how to go about getting my job done (the method to use)”.

A scale developed by (Carmeli, 2009) was adopted to measure job employee vitality. It consists of 5 items. The sample item is “I am most vital when I am at work”.

In order to measure self-efficacy, a scale developed by (Schwarzer & Jerusalem, 1995) was used. It consists of 10 items. The sample item is “It is easy for me to stick to my aims and accomplish my goals”.

Data Analysis

The data was analyzed through SPSS and Smart PLS. Descriptive characteristics such as Means, standard deviations, and frequency distributions are computed through SPSS. Smart PLS was used for inferential statistics, such as multiple regression analysis and moderation analysis, for instance, to investigate the relationships between the independent variables (transformational leadership and job autonomy), the moderating variable (self-efficacy), and the dependent variable (employee vitality).

RESULTS

Demographic Profile of Sample

Table 1 shows the socio-demographic characteristics of the sample of the study. It reveals that 72.3% sample of the study are male and 25.1% are females. 179 belong to the age group of 20-30, 146 from the age group of 31-40 and others belong to the age group of 41-50 and 51 and above. 51.7% are single whereas 48.3% are married. 142 have education qualification of bachelor or equivalent and 241 have the education qualification of masters or equivalent. 44.6 % have the work experience of 1-5 years, 25.1% have the experience of 6-10 years, and 15.1 % have experience of 11-15 years and employees with the work experience of 16 years and above are only 12.5%. 257 work in private sector whereas 78 work in public sector.
Table 1: Socio-Demographic characteristics of sample of the study (n=383)

<table>
<thead>
<tr>
<th>Category</th>
<th>N</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Gender</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Male</td>
<td>277</td>
<td>72.3</td>
</tr>
<tr>
<td>Female</td>
<td>96</td>
<td>25.1</td>
</tr>
<tr>
<td><strong>Age</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>20-30</td>
<td>179</td>
<td>46.7</td>
</tr>
<tr>
<td>31-40</td>
<td>146</td>
<td>38.1</td>
</tr>
<tr>
<td>41-50</td>
<td>29</td>
<td>7.6</td>
</tr>
<tr>
<td>51 and above</td>
<td>19</td>
<td>5</td>
</tr>
<tr>
<td><strong>Marital Status</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Single</td>
<td>198</td>
<td>51.7</td>
</tr>
<tr>
<td>Married</td>
<td>185</td>
<td>48.3</td>
</tr>
<tr>
<td><strong>Education</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bachelor or equivalent</td>
<td>142</td>
<td>37.1</td>
</tr>
<tr>
<td>Master or equivalent</td>
<td>241</td>
<td>62.9</td>
</tr>
<tr>
<td><strong>Total experience</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1-5 years</td>
<td>171</td>
<td>44.6</td>
</tr>
<tr>
<td>6-10 years</td>
<td>96</td>
<td>25.1</td>
</tr>
<tr>
<td>11-15 years</td>
<td>58</td>
<td>15.1</td>
</tr>
<tr>
<td>16 years and above</td>
<td>48</td>
<td>12.5</td>
</tr>
<tr>
<td><strong>Organization Type</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Private</td>
<td>257</td>
<td>67.1</td>
</tr>
<tr>
<td>Public</td>
<td>78</td>
<td>20.4</td>
</tr>
<tr>
<td>Others</td>
<td>48</td>
<td>12.5</td>
</tr>
</tbody>
</table>

**Measurement model**

Table 2 illustrates the data's descriptive qualities, providing useful insights into its central tendency, variability, and distribution shape. These statistics are critical for comprehending the properties of the data and making interpretations. The table shows the mean, often called the mean, which is a measure of central tendency and represents the highest value in the set. This number serves as a reference point that indicates the main values around which events tend to revolve (Chatterjee, Koukouvinos, and Lappa, 2021). Standard deviation measures the spread, or spread, of data points around the mean. A higher standard deviation indicates greater uncertainty, while a lower standard deviation indicates a stronger relationship (McGrath et al., 2020). The standard deviation in this table shows how much the data points differ from the mean.

The range reflects the difference between the dataset's highest and minimum values. It indicates the distribution of the data. The range in this table represents the range of values represented by the dataset.
Skewness is a measure of data distribution asymmetry. A positive skewness shows that the distribution is right-skewed, with the tail extending to the right of the apex. A negative skewness indicates that the distribution is skewed to the left, with a larger tail on the left (ORCAN, 2020). In this table, a skewness value reflects the direction and degree of skewness in the data. The threshold value for skewness lies between +3 and -3. The above data shows that all the values lies between +3 and -3.

Kurtosis compares the data distribution's peakedness or flatness to a normal distribution. A higher kurtosis implies a more peaked distribution (leptokurtic), whereas a lower kurtosis indicates a flatter distribution (platykurtic (Demir, 2022)). In this table, a kurtosis value characterizes the form of the data distribution. The threshold value for skewness lies between +1 and -1. The above data shows that all the values lies between +3 and -3.

The descriptive qualities supplied enable for a thorough comprehension of the dataset. The mean and standard deviation represent the central tendency and variability, the range illustrates the size of the data, and skewness and kurtosis reveal the shape of the distribution. These statistics are extremely useful for statistical analysis, hypothesis testing, and developing data-driven insights.

**Table 2: Descriptive characteristics of the sample of study (n=383)**

<table>
<thead>
<tr>
<th>Scales</th>
<th>Mean</th>
<th>Standard Deviation</th>
<th>Range</th>
<th>Skewness</th>
<th>Kurtosis</th>
</tr>
</thead>
<tbody>
<tr>
<td>EV</td>
<td>3.889</td>
<td>.645</td>
<td>1.40</td>
<td>-1.414</td>
<td>.115</td>
</tr>
<tr>
<td>TL</td>
<td>3.560</td>
<td>.523</td>
<td>2.33</td>
<td>-.765</td>
<td>-.465</td>
</tr>
<tr>
<td>JA</td>
<td>3.544</td>
<td>.545</td>
<td>2.22</td>
<td>-.667</td>
<td>-.150</td>
</tr>
<tr>
<td>SE</td>
<td>4.018</td>
<td>.417</td>
<td>3.30</td>
<td>.947</td>
<td>.584</td>
</tr>
</tbody>
</table>

**Table 3: Reliability analysis of the instruments**

Table 3 shows the reliability analysis of the instruments being used in the study. It shows that all scales in the study have exhibited great internal consistency, with Cronbach's alpha values exceeding the standard criterion of 0.7 (DeVellis, 2017). These findings demonstrate the durability and reliability of the measuring tools used in this study. This strong internal consistency boosts the research's credibility, laying the groundwork for further research into the linkages between transformational leadership, job autonomy, self-efficacy, and employee vitality.

<table>
<thead>
<tr>
<th>Scale</th>
<th>Cronbach's alpha</th>
<th>Composite reliability (rho_a)</th>
<th>Composite reliability (rho_c)</th>
</tr>
</thead>
<tbody>
<tr>
<td>EV</td>
<td>0.892</td>
<td>0.938</td>
<td>0.920</td>
</tr>
<tr>
<td>JA</td>
<td>0.887</td>
<td>0.905</td>
<td>0.908</td>
</tr>
<tr>
<td>SE</td>
<td>0.758</td>
<td>0.799</td>
<td>0.821</td>
</tr>
<tr>
<td>TL</td>
<td>0.853</td>
<td>0.882</td>
<td>0.870</td>
</tr>
</tbody>
</table>
Discriminant Validity

The discriminant validity of the instruments being used in the study was assessed in Table 4 and 5. Table 4 shows the matrix validity analysis of the Heterotrait-Monotrait Ratio (HTMT) indicates good support for the discriminant validity of the measuring scales utilized in this study. For same-construct (monotrait) comparisons, the HTMT values are consistently less than the traditional threshold of 0.85. This shows that items on the same scale consistently assess the target concept, indicating a high degree of discriminant validity. This indicates that the scales efficiently differentiate between the many structures they represent. These findings corroborate the measuring instruments' capacity to capture the underlying components effectively, boosting the research's overall credibility and trustworthiness. The practical importance of these findings resides in the assessment instruments' dependability for assessing and discriminating between the constructs of interest. Valid measuring scales are required for meaningful interpretations and recommendations.

The Table 5 shows the discriminant validity through Fornell-Larcker criterion. In the present study, the Fornell-Larcker criterion validity analysis produces extremely satisfying findings, confirming the discriminant validity of the measurement scales. This implies that the scales correctly measure the intended constructs and that the data produced is sufficient to draw appropriate conclusions. Table shows that the values in the diagonal are greater than the values below them. It means the square root of AVE for each construct are consistently greater than the correlations between that construct and other constructs, indicating their capacity to differentiate between variables. These findings have important implications for future study. They guarantee that the measuring tools reliably capture the targeted constructs, which contributes to the study's overall validity. This validates the data's reliability and suitability for deriving reliable conclusions. The high Fornell-Larcker criteria validity scores increase the credibility of the research. This reassures that the measuring tools are reliable, adding to the overall credibility of the study's conclusions.

<table>
<thead>
<tr>
<th>Table 4: Heterotrait-Monotrait ratio (HTMT) – Matrix</th>
</tr>
</thead>
<tbody>
<tr>
<td>Scales</td>
</tr>
<tr>
<td>EV</td>
</tr>
<tr>
<td>JA</td>
</tr>
<tr>
<td>SE</td>
</tr>
<tr>
<td>TL</td>
</tr>
<tr>
<td>SE x JA</td>
</tr>
<tr>
<td>SE x TL</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Table 5: Fornell-Larcker criterion</th>
</tr>
</thead>
<tbody>
<tr>
<td>Scales</td>
</tr>
<tr>
<td>EV</td>
</tr>
<tr>
<td>JA</td>
</tr>
<tr>
<td>SE</td>
</tr>
<tr>
<td>TL</td>
</tr>
</tbody>
</table>

Structural model of the Study
Figure 4.1: Relationship between transformational leadership style, job autonomy, self-efficacy and employee vitality

Table 6 shows the impact of independent variables on dependent variables. It reveals that job autonomy positively and significantly predict employee vitality (t>2, p<0.05). 22% of employee vitality is caused by employee vitality. It also shows that self-efficacy has the significant and positive impact on employee vitality (t>2, p<0.05). 18% of employee vitality is caused by self-efficacy. The above table also shows that transformational leadership style has a significant and positive effect on the vitality of employees (t>2, p<0.05). 17% of employee vitality is caused by transformational leadership. The table also shows the moderating role of self-efficacy on the relationship between transformational leadership style and employee vitality. It reveals that self-efficacy significantly and positively moderates the relationship between transformational leadership style and employee vitality (t>2, p<0.05). In other words, self-efficacy strengthens the relationship between transformational leadership style and employee vitality.

<table>
<thead>
<tr>
<th>Scales</th>
<th>Coefficient</th>
<th>T values</th>
<th>P values</th>
</tr>
</thead>
<tbody>
<tr>
<td>JA -&gt; EV</td>
<td>0.228</td>
<td>2.319</td>
<td>0.020</td>
</tr>
<tr>
<td>SE -&gt; EV</td>
<td>0.189</td>
<td>4.146</td>
<td>0.000</td>
</tr>
<tr>
<td>TL -&gt; EV</td>
<td>0.170</td>
<td>2.078</td>
<td>0.038</td>
</tr>
<tr>
<td>SE x TL -&gt; EV</td>
<td>0.167</td>
<td>4.850</td>
<td>0.000</td>
</tr>
</tbody>
</table>

DISCUSSION OF RESULTS

The present study was conducted to find the impact of transformational leadership style and job autonomy on employee vitality with the moderating role of self-efficacy. The data was collected from the employees of telecom industry of Pakistan. This study's findings shed light on the crucial impact that leadership style and workplace factors play in creating employee vitality. In today's changing business environment, it is important to understand the processes by which Transformational leadership style and job autonomy impact employee vitality.
The results of this study support the hypothesis that TL style has a significant and positive impact on the vitality of employees. Prior literature also revealed that transformational leaders provide people with purpose and joy in the workplace by motivating them and creating a sense of belonging (Alwahhabi, Suad Dukhaykh, and Alonazi, 2023). The relationship between transformational leadership and employee’s vitality in this study supports the theory that effective leadership is more than a job; it is the catalyst for change in the business world. Research also highlights the importance of job autonomy in the development of employee’s vitality. Job autonomy provides employees with a sense of control and ownership of their work by giving them the authority to decide about their roles (Piercy, 2022; Tisu, Virgă, and Mermeze, 2021). Employees can link their interests, abilities, and beliefs with their job which in turn increase their motivation and energy. The current findings highlight the importance of job autonomy in creating a work environment that supports employee well-being.

One of the significant finding of this study is the moderating role of self-efficacy. Findings of the study revealed that the relationship between transformational leadership and employee’s vitality is moderated by self-efficacy, or the individual's belief in their ability to complete tasks. Strong self-efficacy increases the effectiveness of transformational leadership. This means that self-efficacy is an important factor in how employees respond to external influences (Stajkovic and Luthans, 1998). This is based on the concept of self-determination theory, which claims that self-efficacy allows people to control their own behavior, creating an internal drive and therefore increasing vitality of employees.

In summary, these findings give practical insights for businesses and executives seeking to establish a work environment that not only supports workers’ core psychological requirements for autonomy, competence, and relatedness, but also respects each employee's individual self-belief. Organizations may build an atmosphere in which people are more likely to prosper and feel higher levels of vitality by investing in leadership development, job design, and self-efficacy enhancement. The study fill significant gap by exploring the moderating role of self-efficacy on the relationship between TL style and employee vitality.

CONCLUSION

This study on the impact of TL style and job autonomy on employee vitality with the moderating role of self-efficacy reveals several important findings that have implications for future practice and research. The study's conclusions confirm the long-held conviction that effective leadership has the power to alter organizations and create thriving work environments. This study also highlights the role that job autonomy plays in boosting employee vitality. Employment vitality and job autonomy—which gives people the power to influence others and make decisions at work—have been related. This highlights how important it is to design jobs that let people relate their work to their unique skills, passions, and worldviews, which will boost their sense of purpose and drive.

This study, however, modifies the association by accounting for the moderating effect of self-efficacy, which adds a subtle dimension. It was found that the relationships between transformational leadership and employee vitality are significantly impacted by self-efficacy, or the belief in one's own abilities. Transformative leadership benefit people much more when they have higher levels of self-efficacy.

Ultimately, this study offers a multifaceted view of the dynamics at play in the contemporary workplace. The current study's conclusions counsel organizational leaders to be conscious of these dynamics and tailor their approaches to the unique needs and levels of self-efficacy of their workforce.
Additionally, this study provides organizations seeking to enhance employee vitality and well-being with actionable suggestions. It highlights how important it is to cultivate a culture of self-efficacy, job autonomy, and transformative leadership. Rethinking job roles, providing resources to increase self-efficacy, and investing in leadership development programs are some ways that organizations can create a happier work environment.

The results of this study can provide important information for business leaders and human resources professionals. Understanding the positive effects of transformational leadership style on employee vitality can encourage organization to adopt this leadership style into their business practices. This kind of leadership has the potential to increase employee motivation, engagement, and overall well-being. Organizations need to rethink their job design and give employees more power in decision-making. This can increase their job satisfaction and motivation because individuals can make decisions that match their abilities and interests. The most important contribution of this research is to explore the moderating role of self-efficacy on the relationship between TL style and employee vitality. Coaching programs can be designed to help people improve their self-confidence and confidence in their abilities which can help them to improve their wellbeing. Therefore, they will be able to overcome depression and make life out of their work. Organizations need to create avenues for ongoing monitoring and feedback to ensure the long-term impact of transformational leadership style and employee vitality. Regular evaluations and feedback loops can assist leaders in understanding their employees' changing demands and adapting their leadership and job design strategies accordingly.

The results of this study are consistent with Self-Determination Theory, which holds that people have fundamental psychological desires for autonomy, competence, and connectedness. This study's theoretical implications increase the applicability of SDT in the workplace. It presents empirical evidence of how transformational leadership may support employees' demand for autonomy inside SDT by facilitating job autonomy. It emphasizes the need of connecting leadership practices and work design with these basic psychological demands in order to improve employee vitality.

The research can help to construct causal models and theories in the field of leadership and employee well-being. Research can improve our understanding of the following processes by examining transformational leadership, job autonomy, and the relationships between the self-efficacy and employee vitality, it has the potential to contribute to more robust theoretical models. Based on this research, the concept of employee vitality can be developed further. This research can identify specific characteristics and important values, thus contributing to a range of theoretical perspectives for understanding work on job autonomy, leadership style and employee vitality. The research recommends paying more attention to the well-being of employees, emphasizing leadership and freedom of work as important variables. This theory can contribute to the development of successful thinking used in individuals and organizations that influence key employees and the interaction between them.

One of the most significant limitations of this research study is the generalizability issue. The present study is conducted only on the employees of telecom industry. The findings cannot not be generalizable to the employees of other industries Future researches should study this model in other industries such as manufacturing, education etc. to overcome this constraint. Moreover, this study is based on cross-sectional data, it may reveal correlations but not causation. Future researchers should employ longitudinal research or experimental designs would be required to prove causation with greater certainty.
The present study uses self-report measures for variables such as self-efficacy, job autonomy, and employee vitality which might add response bias and common method variation, potentially influencing the results' accuracy. Future researches can use the combination of survey method along with qualitative methods to reduce response bias. Furthermore, the moderating variable in this study was self-efficacy, although other individual attributes may also play a role. To acquire a more comprehensive knowledge of the dynamics at work, future study might look at additional moderating variables such as personality characteristics, emotional intelligence, or job-related values.

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