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Effect of Employee Engagement, Organization Culture and Reward on Employee Performance: Moderating Role of Toxic Leadership

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ABSTRACT

This study explains the moderating role of toxic leadership on the relationship of employee engagement, organization culture and reward with the employee job performance. The objectives of the study were to observe the relationship among these determinant factors and the task overall performance of employees and to analyze the impact of these determinant elements on the individual overall performance and also check the moderation effect on these determinant factors. Information was gathered from the different universities of Bahawalpur, Punjab, Pakistan. The Cross-sectional survey technique is used in this research, as this study is quantitative research approach. Primary data were gathered with the help of 5-point Likert-Scale survey and 303 responses were correctly filled and returned. The closed ended survey is used to accumulate information and the SPSS software version 23 and smart PLS 3.0.0 is used to assess the empirical data. There are three independent variables; employee engagement, organization culture and the reward and incentives whereas there is only one dependent variable that is employees' job performance and only one moderator that is toxic leadership.

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Introduction

The most important asset of any organization is the employees which are responsible for their overall performance (Armstrong, 2016). Employee performances are the results that are attained and outcomes made at the organization. The performance of an employee depends on how organization treats its employee, how the policies, environment, and other things affect the employees. Any organization's

success is intimately correlated with its workforce performance. So, by making employee's performance better an organization can achieve their goals in a better way and it can also be good for employees because this can increase the chances of better career development for employees (Siahaan et al., 2016).
Employee performance is an effort that an employee did to complete the tasks given by the company in a specific period of time. The principle recognition of Human useful resources control is the corporate interest in the employee's overall performance (e.g., Peng, Liang, Fatima, Wang, & Rasheed, 2023; Rasheed, Hameed, Kaur, & Dhir, 2023; Rasheed, Pitafi, Mishra, & Chotia, 2023; Pitafi, Rasheed, Kanwal, & Ren, 2020; Rasheed, Okumus, Weng, Hameed, & Nawaz, 2020; Zhang, Rasheed, & Luqman, 2020; Nisar & Rasheed, 2020; Rasheed, Jamad, Pitafi, & Iqbal, 2020; Rasheed, Yousaf, & Noor, 2011; Sattar, Rasheed, Khan, Tariq, & Iqbal, 2017). Human useful resources control is a characteristic accomplished by all the supervisors to set up human talent, understanding, experience, and enhance their performance to gain corporate objectives (Armstrong, 2016). Managing your employee performance in a better way is the most important thing to increase the effectiveness and organization performance (Stanton and Pham, 2014; Stanton and Nankervis, 2011).

Previous researches imply various determinants of the worker performance e.g., Bagyo, (2014), determined that the worker's commitment and management substantially have an effect on the worker's overall performance. (Lutwama, 2016), argue that there may be a positively significant relationship between employees' overall performance and the appraisal system of performance of health or medical worker. The overall performance principles are aimed which are based on evidence from the task analysis that is efficient procedure of leading the traits of the job activity, talent and information necessary in the task performance, and compare workers overall performance established on the principles (Kirkpatrick Donald, 2016). In an effort to gain the pre-said goals, for this the corporation needs the workers job performance, and the workers undertake their responsibilities created on the particular preferred argued by the supervisor. There are various aspects that decide the performance of the workers of their assessment structure by way of itself and the claim in a corporation has its own influence at the worker job performances (DelPo, 2015).

Many factors influence how well employees perform. The primary variables that can impact employee performance is employee engagement. Employee engagement is described as how much employees are involved and how much they are committed towards the company and its values. According to Men (2015), employee engagement is the favourable attitude that employees have toward the firm and its principles. (Selvarasu & Sastry, 2014) says that knowing how devoted an employee is to his work and the organization's values can help evaluate job performance. An engaged employee is more devoted to the values and goals of the firm rather than the unengaged employee. Gichohi (2014) clearly explains in his study that employee engagement affects employee performance in a very positive way by increasing the commitment of employee and this happens due to the positive emotions of engaging employees which enhance their thinking power that make them more responsible for their tasks that given to them (Shantz et al., 2013).

The other factor is organization culture. Any organization's culture is the collective of the ties, beliefs, viewpoints, management styles, and attitudes that create a predetermined context for all activities and decisions made inside that organisation. The culture of the corporation ought to be created for the enhancement of the employees' work activity so representatives are able to identify the corporation's standards, values, and artifacts, subsequently it is required for the organizational culture (Ogbonna, & Harris, 2015). (Kadir & Amalia, 2017), describes that organization culture is an analytical structure that has moral values, standards, and attitudes given by the organization. Organizational culture always affects employee performance directly or indirectly. For the better performance of employees, a good culture must be made within the organization. So, the employees can work in a better way.

Another element that directly influences employee performance is rewards and incentives. The reward was gift or prize that is given to an employee for performing his job in an excellent way to achieve some goal but the incentive is something that motivates the employee to give his best to their work. Both reward and incentives are the main factors that enhance employee efficiency. An employee who receives a lot of money feels important to the company and his efforts and not wasted. A well-rewarded employee is more motivated for his work than non rewarded employee. (Hunter et al 1990), says that motivated employees take more responsibility to achieve organization goals and they are more productive and well planned than those who are not getting any kind of motivation from the organization.

While researching the relationship between employee performance and determining factors, I see a gap where toxic leadership significantly affects how well employees perform at work. But no one has studied it as a moderator. Despite the fact that most leadership research has focused on the positive effects of leadership practices (Behery, 2009, 2016; Marki and Scandura,

2010; Mozhdeh, Wan and Amin, 2011; Behery, Paton and Hussain; 2012), there is a discernible pattern in literature that goes along with the leader's dark and abnormally negative side.(Khoo and Burch, 2008). In many organizations, toxicity in managers is becoming a new truth of life (Mathieu, Neumann, Hare and Babiak, 2014; Tavanti, 2011) which can directly affect the performance of workers. (De Bel-Air, 2015), stated that global leaders, whether in the commercial or public sector, must be aware of the demands of their employees.

(Singh et al. 2018, p. 2), stated that toxic executives are "dangerous to humans and terrible for the organization's bones." Toxic leadership is type of leadership which causes bad sentiments and motivation in people and has a bad impact on the organization (Tezcan and Uysal, 2019). The human asset is most important and useful resource for achieving any target of an organization, as well as he is the more crucial resource for any organization as it can affect overall performance of organization (Stone, 2016). Many studies shows that there are many factors like employee engagement, organization culture, reward, and incentives that effect the employee performance directly. Many studies in developed nations have found that these elements have a good link with employee performance. But in underdeveloped countries, these factors are not studied as much. And the most important thing is that these factors are not studied in the moderation of toxic leadership. Hogan (2007), Pellitier (2010), Reed (2009), and Schmidt (2008) performed analysis of the toxic leadership ideaand quoted within that study and show that it affects all kinds of companies. Many theorists believe that choosing a toxic leader has a bad impact on worker (Ashforth, 1994; Kellerman, 2005, 2008; Lipman Blumen, 2004, 2005; Padilla, Hogan, & Kaiser, 2007; Tepper, 2003, 2007). ompact of employee engagement, organization culture, reward, and incentives on employee performance in the moderation of toxic leadership.

Many kinds of research (Jabeen et al. 2015; Kemp et al. 2013; Mathias, 2017; Suliman and Al Obaidli, 2013) concentrate on women leadership, transactional leadership, public leadership, and transformational leadership topic present. Unfortunately, none of them addressed the issue of toxic leadership. So, my research is focusing on how employee performance is affected by determining factors in the moderation of toxic leadership. Morale, productivity, and organizational effectiveness are all harmed by toxic leaders Many inquiries have been made regarding leadership at institutions of higher learning, including if the same kind of leadership style exists and is required for these settings, and whether the same concept and execution structure applies to HEIs as it does to corporations (Amzat and Idris, 2012; Eacott, 2011; Siddique et al., 2011; Spendlove, 2007).

There have been few studies on the negative aspects of leadership, and the majority of study has focused on the positive features rather than the negative ones (Green 2014; Mehta and Maheshwari 2014). Scholars have started to realize that effective leadership does not necessarily provide positive results, since some

leaders exhibit dark side characteristics (Green 2014; Kurtulmuş 2019). Toxic leadership is studied as an independent variable but no one studied it as a moderator, how it effect the performance of employee on the one hand and how it affect the relationship of different performance factors and job performance. Therefore, performance determinant factors such as employee engagement, organization culture, reward, and incentives and employee performance have a positive relationship between them but no one has studied how their positive relation affected by the toxic leadership. So the main focus of this research is to know how positive relation of employee performance and determine factors affected by toxic leadership. Employees are the valued and utmost resources in any business which involved either in making a profit or not, providing facilities, industrial trade business, or the production enterprise (Armstrong, 2016). A positive and exceedingly efficient enterprise can be attained by engaging them in enhancing their overall job performance.

This research was to exactly focus to known the relationship between determinant factors that are organization culture, employee engagement and reward, and incentives with the employee performance in the moderation of toxic leadership. My study has focused on higher educational institutes of southern Punjab but my study is limited to the Higher Educational Institute of Bahawalpur. The main focus of my study is to target Government Universities of Bahawalpur, Pakistan. This research study will give a vision to various working out methods and their significance on the firm that would support organization leaders to look the exceptional programs for their business. It also may genuinely boom the company's productivity in their long-run earning.

This study focused on the variables that moderate toxic leadership and determinants how well employees perform at work. A lot of past studies use toxic leadership as an independent variable but no one considers it as a moderator. So, I choose toxic leadership as a moderator in my study, as it can affect all the determining factors which directly impact the performance of employees. Employees' performance can be easily enhanced by providing them a good culture, and giving those rewards and incentives which they deserve. But, in the study, I'm interested in learning how toxic leadership affects these variables and how these variables impact employee performance. The research can support and profit the long-term analysis of employees and alsoت he result of this research will improve the general method of the organization by modernizing or by taking the better decision.

Current Research is based on the Social Exchange Theory. Researchers like Homans (1958) and Blau (1964) created the Social Exchange Theory (SET) to explain what impacted social behaviour. .In a essay titled "Social Behavior,"Homans is intrigued by the psychological factors that influence why people engage in trading. According to Homans, social interaction involves both tangible and immaterial topics of speech. According to Homans, those who give a lot to others attempt to obtain a lot from them, and those who get a lot from others have a responsibility to return the favour. This shaping mechanism seems to balance the exchanges in some way. In a trade, what one offers might be a cost, just as what one receives can be a reward. In order to establish social interactions, Blau has emphasized trading as a key component of public life. Blau looked at trade practices as the establishment of full-scale socioeconomic on a smaller scale. According to Blau, comparable relationships develop in social interaction as a result of responding individuals causing commitments.

(Jose & Mampilly, 2012), stated that fundamental idea behind SET is how employees see an organization's commitment to them in the fulfillment of HRM operations. Workers comply with this by adopting positive attitudes like loyalty to their peers. They are therefore more likely to exchange their contribution for the benefits and rewards that their employer provides. For instance, people are willing to return and give back to their firm when they receive financial and socio-emotional support from it. According to SET, responsibilities are created as a result of relationships between entities that are interdependent on one another.

The core idea of SET is that, provided individuals respect to certain exchange "rules," transactions develops over time into reliable, trusting, and reciprocal partnerships. The laws of exchange typically incorporate standards of reciprocity or restitution so that one party's actions can affect the other party's response or behaviour. SET serves as the hypothetical foundation for studies like that of (Chew & Chan, 2008). In conclusion, SET's guidelines propose that employee engagement will occur when workers receive social exchanges from firms, such as HRM practices.

What an employee does and does not do in his field of work is used to describe their job performance. It is associated with the quantity and quality of output, the supportive nature and opportunity of the end product, accommodate, and the existence of employee at work (Shahzadi, Javed, Nasreen, & Khanam, 2014). Employee's performance sometimes is used to determine in term of outcomes or sometimes in term of role of the employee. Without employees an organization cannot even work and unable to achieve their goals.

The word performance comes from the two words: job performance or work performance, which is attained by someone. According to Sakti et al. (2020); Saraswati et al. (2017), Performance is defined as the quality and amount of work that an employee completes while performing his or her job in accordance with the assigned duties (Mangkunegara, 2011). Performance is behavior or actions that are done by a worker to achieve their target and observed and evaluated by some other person. Performance may also be measured according to organizational standard (Arinanye , 2015). All the things that are done by managers, supervisor, administrator, workers includes in the performance. The main concern for the organizational manger is the job performance of an employee. It has a direct relation with organizational

performance along with its workings environment, employee engagement, organizational culture, career development and rewards and incentives etc. are the some determining factors that encourage the employee job performances.Rugian et al. (2017); Sakti et al. (2020), stated that an important factor is a worker's performance but it must be measured and analyzed. Performance of workers is something that without it an organization cannot even exist. Organization need to make their employees more motivated so they can work hard to achieve the organization goals. Employee job performance lead the firm along with innovative performance together as it leads to successful and motivated effort of satisfied, new innovative ideas for new product and services produced by concerned human resources, it will enhances the quality along with influential performances and precisely the customer satisfaction (Inuwa, 2016). The business establishment is built upon on base of employee's talent, knowledge, skills, ability, experiences and on the employee operation.

(Nelson & Quick, 2016), stated that the hygiene element related to job leads to excessive performance of the workforce, and the various objection among the workers. Labor force task overall performance related to the all the structures, they do not carrying out task when their module do not work together easily and proficiently. Consequently, to know the relationship between corporation and its worker is the substantial to develop the institute's aptitude to move over the modification successfully. The overall performance of the employees has been proven to have a huge impact on corporate culture. This is because of the cause that a person overall performance is the inspiration of the association overall performance. Identifying element that have effect on

personnel performance and can assist enhance staffing, maintenance and enterprise result (Mohammed & Nimalathasan, 2014). One of the role executed by the Human Resource manager is the overall control of the performance along with all the manager on how individual ought need to controlled to attain the performance that the business enterprises desires to prevail (Carter Earl & Frank, 2016) (Fort & Voltero, 2016), classify those aspects that might be intently associated and have an effect on the labor overall performance within the place of the business. Therefore, they involve the following: appropriate selection, strong objectives, instantaneous response, abilities to execute, efficient opinion system, awareness of the corporate culture, corporate beliefs, adequate incentive through self-assurance and encouragement.

(Ribeiro, Gomes & Kurian, 2018) says that employee performance is the value of set of employee's attitude that he contributes towards the organization purpose or goals. Employee performance is playing an essential role in determining organizational success as well as the failure. It works as a multifaceted construct. Employees are the basic need and the resource and a blood stream of any organization as it leads for making or breaking the privilege of the organization, which also influence of the productivity and profitability (Sendawula, Kimuli, Bananuka, & Muganga, 2018). Workforce activity execution is very necessary for any organization. Sometimes the end result of all activities in the organization is emulated by the performance of the employees. It is the measurement in which during the formulation and associated growth development the employees perform their tasks. It's a measurement to accomplish the organizational goal (T. Abusharbeh & Nazzal, 2018).

(Birhane, 2016)**,** cited in his report that according to some professionals and research worker, there are some determinant factors that influence positively as well as negatively on the employee problem carrying into action **-**Organization culture is the set of expectation or the traditions generally shared by the representative of an organization. These assumptions are: values and belief. Values are those assumptions whose moral belief are worth and desirable attempt for. Similarly, the beliefs are the assumptions in which there is existence that strengthened and derived by experiencing it. By sharing these beliefs and values in governance the corporate refinement is created (Birhane, 2016). The relation between the organization effectiveness and organization culture is important and must be acknowledged (Demir et al., 2020, 2021). There are several key influence elements that play major function in the development of the corporate culture. Different determinants which have an impact on the culture are mainly due to the aspect and reasons of the senior manager, principles, and values of the holder which is formed initially by the organizational system (Birhane, 2016).

The concept that a group of people learns by resolving difficulties of external modification and internal integration is a cultural belief (Nurkholis et al., 2020). Additionally, Bawarodi et alresearch .'s from 2019 demonstrates how much an organization's culture affects worker productivity. Research from Febriana (2019) also indicates that organizational culture has a positive and significant impact on employee performance. Wijaya (2016) discovered same conclusions, namely that organization culture has an impact on employee performance. Harun (2016) conducted study that came to the same conclusion, namely that organizational culture has a partial and simultaneous impact on employee job performance.

According to (Le Tran & J. Hwang, 201), the culture of the any organization are the values, norm, belief and behavior or the mind-set of the masses within or outside the system that identify them from one another and is treated as a tool that is used in attaining the goals and objectives successfully. The outcome of stable organizational culture is the improvement of the employee works as well the overall work of the organization to accommodate its goal. The culture of the organization is directly or indirectly concerned by its norms and values. These unspoken standards and values have a significant impact on the effectiveness of the organisation as a whole and its overall performance.

This culture is developed to guide the employee for fixing their efficiency of work in such a way that they are able to analyze the norms and values which is the basic need of any systematic culture. This culture supports the employee to make their job better and also to know more about their efficiency level while doing their tasks and duties. By starting the morality agreement of benefits or bonuses by the organization and to strengthen by motivating the employee, they give their good in gaining the objective of organization rather than on focusing polices and formation.

Culture of any organization is comprises of 2 main elements: first element is the material culture and other one is the non material culture. The material element of culture is directly noticed by the automation, creativity, and commodity of the industry. The non material element of the culture is mainly the intangible which includes, value, morals, norms, intelligence, motivation, ability, and expressions which are used to impart to society (Arinanye , 2015).

In the business world, the term "engagement" first appeared in the late 1990s and quickly gained popularity. Engagement is desirable behavior that promotes positive employee and organization outcomes by igniting passion. It can be characterized as a mental condition that results from interpersonal interactions at work and enhances organisational performance. Engaged employee is more motivated then engaged employee. Engaged employee is more committed to his work and try to achieve their tasks in better style which is good for the organization. If the employee is not engaged within the organization he is not able to perform tasks that will directly impact the organization. Employee engagement is defined by power, absorption, participation, effectiveness, vigour, commitment, excitement, and a favourable situation, all of which are considered as accelerators for employee job performance (Men, 2015). A engaged employee knows how to complete the tasks on time, how to involve others workers and make their performance better from aspects. An engaged employee motivates either workers to do their work more accurately and on time.

Employees who get a lot of benefits from company, like tools and training, are much more likely to feel inspired to give back to the firm by increasing work engagement and, as a result, demonstrating better conduct and attitude (Otieno, Wangithi, & Njeru, 2015). The reward is the vital component that keeps motivating employees to give their best for any tasks that are given by the organization. A reward is a tangible item that is given to an employee to celebrate its success or any achievement but incentives are the motivational factor that keeps motivating employees to give their best to achieve goals so they can get some extra amount or something else in return for that. A reward can be given in a form of money to appreciate and recognize employees for the good work but incentives are given to employees to keep them motivated to achieve the organization's objectives. When workers believe that their efforts will be rewarded by management, they will give their all (Mishra and Dixit, 2013; Gulzar et al., 2022) stated that, in an education rewards system, financial and non-financial prizes and perks are significantly related with employee job performance. Workers' job happiness rises as a result of the positive relationship between rewards and performance. Job satisfaction is related to job success and feelings of accomplishment. Increased employee effort on the job is associated with increased output, which leads to increased satisfaction, enthusiasm, and a sense of accomplishment (Kaliski, 2007).

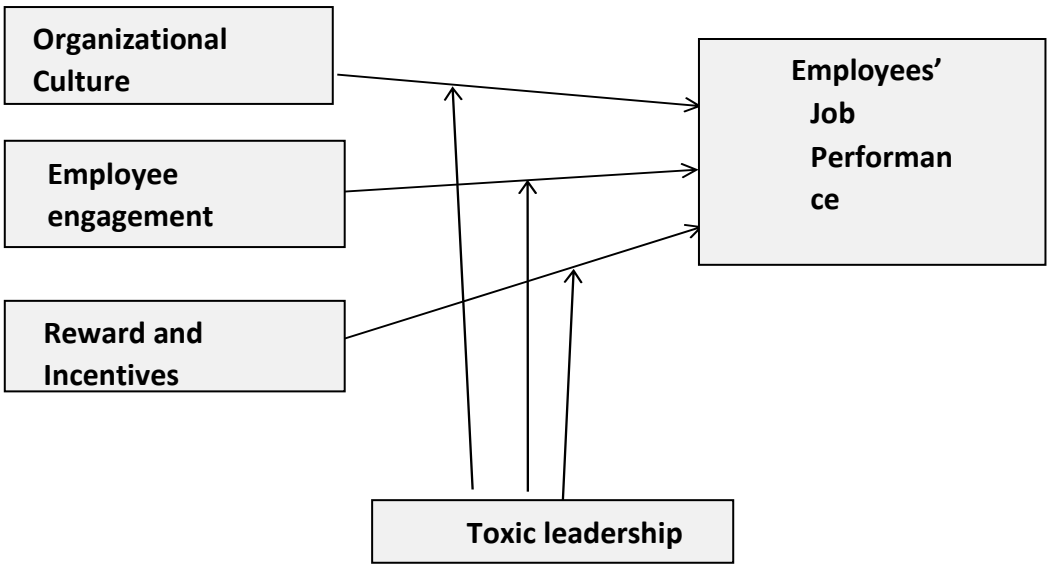
A lot of factors influence employee performance, including the working environment, employee engagement, opportunities for promotion, workplace structure, job protection, and the company's current policies and processes for employee recognition, among many others. (Boehm & Lyubomirsky, 2008) He investigated how rewards improve happiness and work satisfaction as part of his studies. Both internal and extrinsic rewards influence workplace satisfaction (Clifford, 1985).

In a study, Ali and Ahmad (2009) argued that employee job performance and incentive and recognition have a positive relationship. They said that if employees are given rewards and recognition, their performance improves dramatically**.** Rewards can be extrinsic or intrinsic. An intangible prize such as recognition, a sense of accomplishment, or a positive feedback loop is an intrinsic reward. An extrinsic reward is a physical item given to you as a reward for completing a project.

Toxic comes from the Latin word toxicum and the Greek word toxikon. Each of which indicate poison (Gangel 2007). (Singh et al. 2018, p. 3) says, toxicity has a "acutely sharp" effect. Leaders are said to engage in dark behaviour "when they use wicked and difficult-to-defend strategies to generate harmful and long-term effects for their followers."(Kurtulmuş 2019, p. 14). When discussing the negative aspects of leadership, the terms toxic and destructive are frequently used interchangeably (Kurtulmuş 2019). Toxic leadership is sort of dysfunctional leadership which is "unique" and "insidious" (Schmidt 2008, p. 1) in which leaders poison their followers and the organizations they work for (Kurtulmuş 2019).

Toxic leadership is stated as "a type of leadership that mistreats, belittles, and frightens workers, mostly followers, resulting in undue stress and pressure, which leads to poor performance and other undesirable behaviors" Morris (2019, p. 13). Toxic leadership can also be defined as "poor leadership that violates the organization's principles and conventions and fosters non compliant behavior if left uncontrolled "Aubrey (2012, p. 4). Toxic leadership will directly impact the performance of employees because employee is not happy to work within the toxic environment. Employees are unable to perform in toxic environment and if they are not performing well its will directly affect the organizations goals. We have conducted literature review of this study following all the set guidelines in previous research (e.g., Anser et al., 2020; Kanwal, Pitafi, Rasheed, Pitafi, & Iqbal, 2019; Kanwal, Rasheed, Pitafi, Pitafi, & Ren, 2020; Moin, Omar, Wei, Rasheed, & Hameed, 2021; Rasheed, Malik, et al., 2020; Yousaf, Rasheed, Hameed, & Luqman, 2020; Yousaf, Rasheed, Kaur, Islam, & Dhir, 2022). Toxic leadership has a number of drawbacks, including low job satisfaction (Ghosh, Jacobs and Reio, 2011), employee turnover has increased r (Starratt and Grandy, 2010), a rise in employee absenteeism (Goldman, 2006), decreasing employee enthusiasm and productivity n (Cortina et al., 2001; Pelletier, 2010), increasing drug and alcohol misuse (Lubit, 2004).

Conceptual Framework



may be extremely capable and productive in their roles, but they add to a toxic environment among their colleagues and superiors, with far-reaching consequences that go beyond the attitude of a few sufferers.

Hypothesis 1: There is a positive relationship between employee engagement and employee job performance.

Hypothesis 2: There is a positive relationship between the organizational culture and employee job performance.

Hypothesis 3: There is a positive relationship between reward and incentives and employee job performance

Hypothesis 4: Toxic Leadership moderates the relationship between employee engagement and employee job performance.

Hypothesis 5: Toxic Leadership moderates the relationship between reward and incentives and employee job performance.

Hypothesis 6: Toxic Leadership moderates the relationship between organization culture and employee job performance.

Data, Variables, and Methodology

In this research, the quantitative study method is used due to fact that research needs to find the factors which have an influence on workers job performance. For data collection it set out quantitative research approach design. This method supports research worker to study and to look at the association between both independent and dependent variables (Creswell, 2016). Current research rely on type of the research study which present the applicable information about the study subject, and helpful to fulfill the research purposes because it can include the accumulating and evaluating the numerical information and making use of statistical assessments. It provides that test could be applicable to the problematic and that it makes use of economical reasonable methods. For this study (Creswell, 2016) suggested to practice a quantitative research approach.

To achieve research aims, an effective study design is necessary for defining data type, data method, technique of selection, and technique of sampling. (Burns, 2002). As the quantitative approach study work associates the dependent and independent variables with the moderator. Moreover, research meant toward finding material from a descriptive choice of people and researcher become capable of simplify the findings to a bigger population. Survey consists of cross-sectional study using the questionnaire for information collection.

In brief, the cross-sectional method of survey is used in this study. Survey was used a good way to simplify from the pattern to population. This technique additionally favored due to the high-

speed in records information gathering and its being budget friendly. As discussed in earlier lessons of the research, a well-designed questionnaire was circulated among the employees of the universities of Bahawalpur, Pakistan. The data for this study is collected from faculty members in Southern Punjab. Personal administration of questionnaires was used in this study. Personal visits were made in order to increase the questionnaire response rate. Out of 360 questionnaires, only 338 questionnaires were returned and the response rate of the current study is 88.38% . However, only 303 questions are used for further analysis out of 338 responses.

The current study's valid response rate was 93.88% percent. 35 of the 338 responses were deemed to be incorrect and were discarded for further investigation. Different measurable information investigations instruments i.e. as standard deviation, mean percentage and frequency are used to evaluate to gathered data. The descriptive summary of the measurements of all factors that were assessed using the 5-Likert scale (1=strongly disagreed' to 5 =strongly agreed). As (Zaidaton & Bagheri , 2016), stated that if the mean score is less than 3.39 it is said to be the low, and if it is above 3.40 it is said to be moderate. And if the score is more than 3.8 it is said to be as higher as shown by Relationship based on mean score of 5-Likert scale. The overall method of this research has been designed in line with previous research (e.g., Iqbal et al., 2021; Kanwal, Pitafi, Rasheed, Pitafi, & Iqbal, 2022; Luqman, Masood, Shahzad, Imran Rasheed, & Weng, 2020; Luqman, Masood, Weng, Ali, & Rasheed, 2020; Naeem, Weng, Hameed, & Rasheed, 2020; Nisar, Rasheed, & Qiang, 2018; Saleem, Rasheed, Malik, & Okumus, 2021; Zhang, Wu, & Rasheed, 2020).

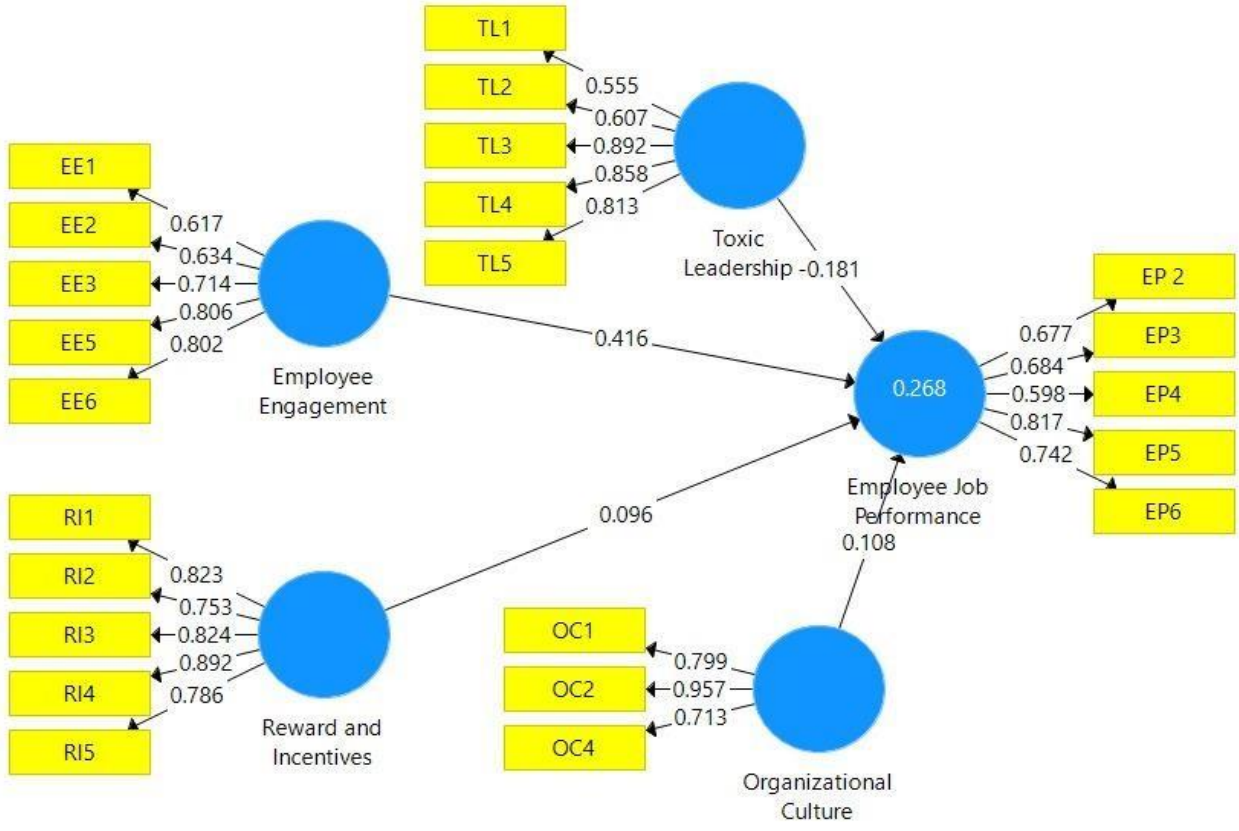
Table 3. 1 Operationalization of variables

Variable Name	***No. of items***
Employee Performance	6
Employee Engagement	6
Organization Culture	4
Reward and Incentives	5
Toxic Leadership	5

Toxic leadership is the lowest (1.85), while the highest mean value of Employee Performance is (4.1859). Furthermore, the total values of standard deviation fall between the range of (0.46) and (0.83), which is acceptable. The scale has a range of 1to5, with N=303. Person correlation was used to examine the relationships between variables and whether any perceived variable has perfect covariance with any other variables perceived in this work. The tool measures not only the strength of the relationship between variables, but also the direction of the relationship, both negative and positive. Table no. 4.8 above, represent that the result of correlation analysis. Correlation table portrays employee engagement, reward and incentives, and organizational

culture was positively correlate to Employee Job Performance. The most correlate variable was employee engagement having Person Correlation value of r (303) = .402, P>0.05 representing weak but positive relationship with Employee Job Performance. The little correlate variable was reward and incentives having Person Correlation value of r (303) = 0.200, P>0.05 showing weak but positive relationship with Employee Job Performance. The third correlate variable was organizational culture having Person Correlation value of r (303) = 0.136, P<0.05 draw weak but positive relationship with Employee Job Performance. Factor loadings describe "the strength of the association between each item in the correlation matrix and a particular main component. Higher absolute numbers denote a stronger correlation between the item and the underlying factor. Factor loadings can range between -1.0 and +1.0(Pett, Lackey et al. 2003).

The AVE score for various things drops when the test is done on smart PLS, making them less dependable 3 of the 26 items were deleted to make the items more dependable, but none of the variables were. Because those elements were not loading properly, the AVE value for their respective constructs fell below the permissible threshold of 0.5. 1 element was removed from the Employee Engagement i.e. EE4, 1 from the Employee Performance i.e. EP1, 1 from the Organization Culture i.e. OC3. Discriminant Validity is the degree to which measures of different concepts are distinct. According to the theory, reliable measurements of distinct ideas shouldn't significantly correlate with one another" (Bagozzi, Yi et al. 1991). The Fornell Larcker criterion (FLC) (Fornell and Larcker, 1981) and the Heterotrait-Monotrait Ratio (HTMT) (Henseler et al., 2015) were the two approaches to assessing discriminant validity were chosen for this study.

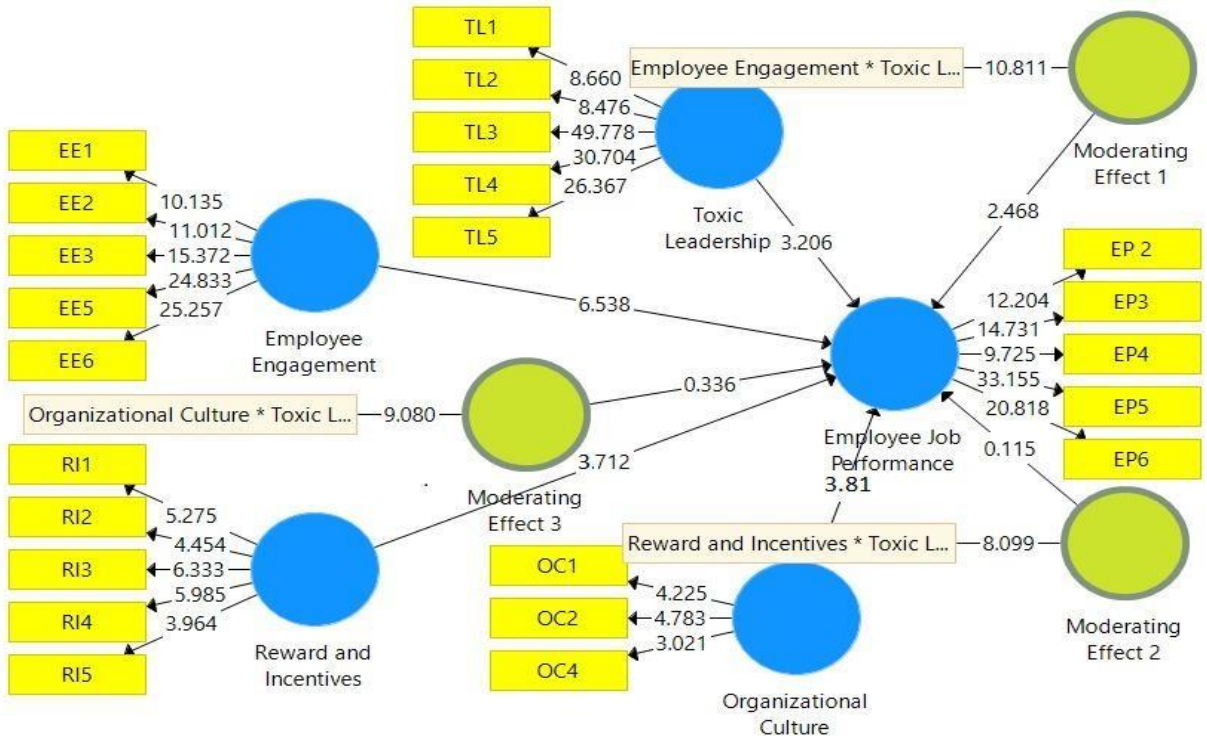


Previous studies show that toxic leadership has a direct association with employee job performance. From Table 4.15, the moderating effect of Toxic Leadership between employee engagement and employee job performance is significant. Thus H4 was supported (β = -0.141, t= 2.468, p = 0.007). H5 is not supported by the study because there is no moderating effect of Toxic Leadership between reward and incentives and employee job performance (β = -0.007, t = 0.115, p = 0.454). H6 also justifies that Toxic Leadership does not play moderating role in the association between organization culture and employee job performance (β = -0.026, t = 0.336, p = 0.368).

Cross loadings can be used in the study to determine whether an item from one construct significantly loads on its own parent construct as compared to other constructs. Instead of the other construct showed by the table, items' outer loadings are higher on the underlying construct to which they belong (Wasko and Faraj 2005). As a result, discriminant validity is achieved based on the evaluation of cross loadings. In this study, the structural model's systematic model analysis was used to provide a complete picture of the results and to evaluate hypotheses 1–6.To examine the size of path coefficients, the PLS-SEM algorithm was used. In SmartPLS 3.0.0, the PLS-SEM bootstrapping approach was used to test the value of the relationship. The moderator model was expanded to include H4 to H6, and relationships were investigated.

Hypothesis 1 projected that there was a direct relationship between employee engagement and employee job performance (β = 0.358, t = 6.538, p = 0.000). Hence, H1 was supported. Hypothesis 2 projected that there was a direct relationship between organizational culture and employee job performance (β = 0.077, t = 3.81, p = 0.000). Hence, H2 was supported. Hypothesis 3 projected that there was a direct relationship between reward and incentives and employee job performance (β = 0.058, t = 3.712, p = 0.000).

It was assumed that worker performance would be one of the most important factors influencing overall organization execution and achievement in today's competitive marketplace. The primary goal of this research study is to investigate the factor influencing employee job performance with the moderating role of toxic leadership. This research discussed the relationship between the employee engagement and employee job performance. According to numerous studies, one of the major factors that support high levels of employee performance is employee engagement (Macey et al., 2009; Mone and London, 2010). Employee engagement is thought to be the most accurate indicator of a company's vigour Baumruk (2004). Focusing on building employee engagement is a crucial step in improving employee performance. This will aid both scholars and practitioners in developing a more nuanced perspective on the issue and determining the interdependence between components that contribute to employee engagement. In addition, it is found in this study that employee engagement has positive significant impact on employee job performance with given results (β = 0.358, t = 6.538, p = 0.000).These findings are supported by a growing number of studies arriving at a positive relationship between engagement and individual performance (Halbesleben, 2010; Mone and London, 2010). So, H1 was supported.



The second objective of this study is to examine the relationship between organizational culture and employee job performance. To investigate the objective hypothesis H2 was established. Organization culture plays a vital role for enhancing the employee job performance. Nur et al (2019), Dunggio (2020), Ramadhani (2019) and Pranita and Dewi et al., (2019) state that organization culture has a positive and significant effect on employee performance. In addition, it is found in this study that organizational culture has positive significant impact on employee job performance with given results ($\beta = 0.077$, $t = 3.81$, $p = 0.000$). The result of hypothesis H2 of this study is supported. (Shahzad, F. 2014) argued that culture of organizations has a significant positive impact on employee's job performance.

The third objective of this study is to examine the relationship between reward and incentive with employee job performance. Aktar, S., Sachu, M. K., & Ali, M. E. (2012) showed that there was a positive relationship between rewards and employees' performance and also showed a highly positive significance in the relationship between intrinsic and extrinsic rewards. Because rewards and performance have a good link, employees are more satisfied with their jobs.

Success and a sense of accomplishment at work are correlated with job happiness. Increased output and employee effort are also related to happiness, enthusiasm, and a sense of fulfillment (Kaliski, 2007). In addition, it is found in this study that reward and incentive has positive significant impact

on employee job performance with given results (β = 0.058, t = 3.712, p = 0.000). So, H3 in this study is also supported.

Xu and Thomas Cooper (2010) state that leadership is a key antecedent of engagement. As shown in the preceding discussion, there is a considerable link between employee engagement and employee job performance, and H1 is accepted however, as shown in Table 4.15, the moderating role of toxic leadership in the link between employee engagement and employee performance is significant. The H4 was created to achieve this objective. Toxic leadership, employee engagement and employee job performance were found to have a positive relationship impact with given results (β = -0.141, t = 2.468, p = 0.007). As a result, the result H4 was approved.

However, H1 also supports the direct link between employee engagement and employee job performance Judge and Piccolo (2004), Lee (2005), Erkutlu (2008), Griffin et al (2010) provide evidence for association between positive leader behaviors and follower attitude and behaviors linked with engagement. A few further studies have made an effort to directly link leadership to employee engagement (Xu and Thomas Cooper, 2010).The moderating effect of toxic leadership between reward and incentives and employee job performance was not supported, as shown in Table 4.15.

Based on the results, H5 was likewise not supported with given results (β = -0.007, t = 0.115, p = 0.454). However, there is evidence that there is a direct link between reward and incentives and employee job performance with given results (β = 0.058, t = 3.712, p = 0.000). Therefore, H2 was supported. All the analyses of this research have been designed following guidelines set in previous studies in the field of management sciences and business administration (Ahmed, Nawaz, & Rasheed, 2019; Anser et al., 2022; Chang et al., 2022; Khalid, Weng, Luqman, Rasheed, & Hina, 2022, 2023; Khan, Liu, Khan, Liu, & Rasheed, 2020; Khizar, Iqbal, & Rasheed, 2021; Rasheed & Weng, 2019; Umrani et al., 2022; Yousaf, Humayon, Rasheed, Ahmed, & Danish, 2014).

There is a significant link between organizational culture and employee job performance, as established in the preceding discussion, and H2 is accepted with given results (β = 0.077, t = 3.81, p = 0.000). The moderating role of toxic leadership in the link between organizational culture and employee job performance, however, it is not significant, as demonstrated. Toxic leadership, organizational culture and employee job performance all had a detrimental effect on the relationship. As a result, the H6 result was not supportive with given results (β = -0.026, t = 0.336, p = 0.368). On the other hand, H2 is in support of a direct relationship between organizational culture and employee job performance.

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