THE IMPACT OF INTERPERSONAL RELATION LEADERSHIP ON ORGANIZATIONAL PERFORMANCE MEDIATING EMPLOYEE ENGAGEMENT

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ABSTRACT

Interpersonal Relation Leadership has become one of the greatest significant challenges for the Telecom sector in recent decades. Many organizations have applied open communication, collaboration, skill development, team building, social activities for work engagement and enhancement of leadership traits at various stages of necessity. One of the reasons that may describe the concern in need is that interpersonal relation leadership on organizational performance is important as it has a strong impact on the employee engagement, which is the key driver of organizational success. Organizations strive to connect with people whose traits include emotional intelligence and problem-solving skills. The purpose of this research is to investigate the approaches and level of organizational performance towards leadership and engagement of human resources in Islamabad and Rawalpindi. The theoretical basis of this research was grounded on the several theories from the field of organizational behaviours and leadership. The empirical part of the research was conducted by means of a quantitative research method. The data collection was applied over on online questionnaire constructed for general analysis was developed on effectiveness of organizational performance and the intervention of leadership style and job engagement. Moreover, to measure the motivation of employees towards the interpersonal relation leadership. Results of this research indicated positive association towards the organizational performance with respect to employee engagement and relation leadership. It is becoming progressively significant for firms to prefer leadership behaviour that offers a viable performance. In this research, we emphasize a few key challenges which could initiate future research in this field.

Key words: Interpersonal Relation Leadership (IRL), Employee Engagement (EE) and Organizational Performance (OP)

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Chapter 1

1.0 Introduction

This chapter explores the purpose of the study to investigate the extent to which interpersonal relation leadership skills among managers and leaders influence employee engagement and, ultimately, organizational performance. The chapter begins with background of the study, followed by gap identification, problem statement to form research objectives and research questions by providing an overview of the research problem and the significance of the study. In the end, the definition of the key terms was explained.

1.1 Background

The theme of the study is '' **THE IMPACT OF INTERPERSONAL RELATION LEADERSHIP ON ORGANIZATIONAL PERFORMANCE MEDIATING EMPLOYEE ENGAGEMENT''**

It is well known that good leadership may significantly affect employee engagement and organizational performance, making it a crucial component of a firm's success. Although there are many various techniques and styles of leadership, interpersonal relationship leadership has recently become one of the most significant and powerful beliefs. Building good relationships with employees, fostering a positive work environment, and enabling staff members to recognize their full potential are the hallmarks of interpersonal relationship leadership. The goal of this study is to investigate the relationship between interpersonal relationships leadership, considering the effect of job engagement on organizational performance. Ultimately, the goal of this study is to gauge effectiveness of the organization in Pakistan's telecom industry. As of now in Pakistan, as well worldwide, Human Resource is essential for creating a positive workplace environment and increasing employee engagement and to continuously increasing

Organizational productivity. Leadership is commonly defined as the technique of inspiring others to work freely toward the attainment of collective goals (Umar Ibrahim & Ogohi Daniel, 2019a). Interpersonal leadership is the effort of nurturing loyalty and happiness in a company goal, as well as encouraging and motivating individuals to accomplish these objectives. Interpersonal leadership boosts corporations' productivity. (Iddagoda & Opatha, 2020). Due to poor leadership, the majority of businesses have already failed. Examples include poorly structured, uncontrollable, or integrated workforces. This mindset has a negative impact on productivity and raises operational expenses, among other things. (Umar Ibrahim & Ogohi Daniel, 2019). The need for leadership is expanding, particularly in light of the expansion of the industry, the tendency toward international projects, and the rise of multinational project teams. (Umar Ibrahim & Ogohi Daniel, 2019b). Engagement is appealing since it is widely assumed that engaged people bring their preferred self to work with prominent levels of enthusiasm and excitement for their profession (Aslam et al., 2022).Higher levels of employee engagement are linked with higher performance and decreased costs (Xu & Thomas, 2011). Employee engagement drives every organization's business operation to its targeted destination and the mediating function of employee engagement is a result of general systems theory (Iddagoda & Opatha, 2020). Work engagement is a motivational-psychological state that includes commitment, enthusiasm, and concentration. Elevated levels of job engagement have been associated to better in-role performance and greater extra-role activity (Khattak, n.d.). Businesses as a whole may use the significant link between employee engagement and overall business performance (Aslam et al., 2022. Earlier, a lot of research work is made on the variables which We choose for the model, but its impact is calculated in a different way. And most of them suggest this study in the future as recommendation. Taking into account the favourable and

unfavourable effects of work engagement, we want to determine how interpersonal relationship leadership affects organizational performance. As a result, to create a positive work environment and engage employees, companies need to retain and attract human resources with leadership traits. So, they retrieve a path towards organizational success.

1.2 Gap identification

Reviewing the existing research on specific subjects and finding areas that require additional study may be part of the gap identification process. Although there has been a substantial amount of study on the influence of transformational leadership on employee engagement and organizational performance, there has been little research on the specific role of interpersonal relation leadership in this context. Alternatively, while there is a lot of study on the relationship between leadership and employee engagement, we find that there is a paucity of research on how specific leadership styles, such as interpersonal relational leadership, can affect employee engagement and organizational performance. Putting it all together, there is still a lack of a sufficient knowledge of the impact of interpersonal relation leadership on organizational performance and the mediating mechanisms in predicting job engagement, even in light of the evidence provided by earlier studies on the strong relationship between leadership and work engagement. Therefore, our work aims to close this knowledge gap. There are multiple theories in support of our research topic such as social exchange theory, job demand resource model, self-determination theory and so on which provided the theoretical basis for examining relationship between the Interpersonal Relation leadership, employee engagement and organizational performance. On the contrary, the best suited theory which is used for this research is "The transformational leadership theory" which can lead to better organizational performance.

1.3 Problem statement

Pakistan's telecom industry has struggled with employee engagement and organizational success. Employee engagement's function as a mediating factor in the relationship between interpersonal relation leadership and organizational performance has not been thoroughly examined. In order to ascertain whether employee engagement mediates the relationship between interpersonal relation leadership and organizational performance, it is crucial to look into the effects of interpersonal relation leadership on employee engagement and organizational performance in Pakistan's telecom sector. To understand how interpretations of interpersonal relation leadership are connected to organizational performance and its connections to job engagement, this study will look at organizational identification as an underlying principle. The purpose of this research is to look at the impact of interpersonal relation leadership on organizational performance, with a focus on work engagement. Organizations in the business sector require strong leadership with a proactive role and new ideas that inspire cooperation, acknowledge hard effort, and incentivize hard work in order to achieve optimal market outcomes. To make use of various variations and models to collect various samples from various sectors and organizations, allowing for the investigation of the interaction of cross-cutting factors behind successful organizational engagement, enabling a positive and result-oriented approach with the greatest possible level of employee satisfaction and confidence. The research will lead to the discovery of the best practices, strategies, decisions, and methodologies that allow corporate organizations in Pakistan to achieve maximum performance in the country's challenging environments, where multiple crises and threats continue to impact the country's economy and business sectors. Moreover, Communication has evolved into an essential tool for businesses. Which is the most challenging task for leaders to communicate properly in order to improve organizational performance

objectives, development, overcome hurdles, and provide solutions. Employees in organizations are becoming more interested in work engagement, which implies that they are not just concerned with being there, but also with being productive. It also helps employees learn more since they have a variety of perspectives and are exposed to thinking creatively. This ultimately contributes to enhancing overall organizational effectiveness.

1.4 Research objective

➢ To test the facilitating(mediating) role of Employee Engagement (EE) between interpersonal relation leadership (IRL) and organizational performance (OP).

➢ To investigate the facilitating role of Employee Engagement (EE) on Organizational performance (OP).

➢ To investigate the facilitating role of employee engagement going on interpersonal relation leadership.

1.5 Research questions

➢ What practical techniques can managers use to better identify and guide policymakers?

➢ What are the main factors influencing employee engagement to engage in organization performance?

➢ Does the reduced gap between the employee engagement and interpersonal relation leadership reduce organizational performance?

1.6 Significance

The thesis topic "Impact of interpersonal relation leadership on organizational performance mediating employee engagement is significant because it has the potential to provide valuable insights into the relationship between interpersonal relation leadership, employee engagement, and organizational performance in the context of Pakistan's telecom sector. Furthermore, this

issue is significant because it seeks to investigate the function of employee engagement as a mediator in the relationship between interpersonal relation leadership and organizational performance, which has previously received little attention. it is based on transformational leadership theory, which is a well-established and widely acknowledged leadership theory. This study has the potential to contribute to the existing body of knowledge on leadership and employee engagement by examining the relationship between interpersonal relation leadership, employee engagement, and organizational performance through the lens of transformational leadership theory, as well as to provide practical recommendations for leaders in Pakistan's telecom sector. Apart from that, the target audience will be human resource professionals, managers, and particular groups such as policy makers. The study will provide valuable data that corporations may use to raise organization performance. The results of this investigation will produce evidence of how the Interpersonal Relation Leadership may be a significant organizational resource and a means of achieving the goal of employee engagement. Therefore, managers should consider the study's findings when developing organizational interventions for employee work engagement. Moreover, the study is important for the management of human resources because the theoretical framework used in this research will aid managers in comprehending and appreciating the concepts of employee job engagement and leadership style. Moreover, the research paper will contribute to the knowledge of the Transformational Leadership Theory to measure the interpersonal relation leadership. As a whole, the results of this thesis will help us understand the significance of interpersonal relationship leadership in organizational settings and will offer managers and leaders practical advice on how to raise employee engagement and improve performance of organization.

1.7 Definition of the key terms

The key terms used in my research include Interpersonal Relation Leadership, Organizational

Performance and Employee Engagement. These are the essential elements for ensuring utmost

performance in terms of achieving quality, speed, dependability, flexibility, and cost for any

organization. The degree of follower's impressions of their leader's transformational leadership

traits and interactional justice features is termed as interpersonal leadership(Aslam et al., 2022).

It is a productive and thrilling mindset that inspires workers to give their best efforts and support

the growth of the company. To demonstrate an individual's level of commitment and interest in

their job and the initiatives they support. Moreover, factors such as job happiness, business

culture, and possibilities for growth and development can all have an impact. So, the degree to

which an individual is invested in and committed to their work is referred to as engagement at

work (Aslam et al., 2022). The amount of an employee's pleasant, active, and work-related

psychological state of motivation as indicated by the continuous application of mental, social,

and material resources to the attainment of desired outcomes is referred to as job engagement.

The axiom "interpersonal relation leadership" describes a management style that prioritizes

positive team dynamics and effective communication (Xu & Thomas, 2011) .By emphasizing

teamwork, empathy, and active listening, this leadership style aims to foster a positive and

productive work environment. Strong interpersonal interactions are required for leadership.

Leaders that can establish strong ties with their team members are often more effective at

motivating and encouraging them to achieve their goals. Effective leaders also have excellent

communication skills, which allow them to effectively express their vision and expectations to

their team while also listening to feedback and concerns from team members (Brands et al.,

2015) . Furthermore, leaders who express concern and emotional intelligence are more likely to

connect on a personal level with their team members, which can help to develop trust and foster a healthy work environment. Interpersonal Relation Leadership places a high emphasis on the creation of strong relationships and efficient communication between team members and the leader. In order to promote a positive and encouraging work environment, this leadership style places a high value on teamwork, empathy, and active listening. (Aslam et al., 2022). The level of success that a firm or organization achieves in accomplishing its aims and objectives is referred to as organizational performance. Financial indicators, customer satisfaction, employee engagement, and productivity are all methods for measuring this (Umar Ibrahim & Ogohi Daniel, 2019b).

Chapter 2

2.0 Literature review

This chapter of the research provides an overview of the existing research on the topic of study. Which identifies the gap and limitations in the literature and aims the basis of how it will be covered in the current study. Reviewing the variables and then hypothesis creation is the basis of this section.

2.1 Job engagement

Human resource management professionals are now fascinated with the concept of employee work engagement. In 1990, Kahn introduced the term "employee work engagement," which means that "people use and reveal their physical, cognitive, and emotional self during work assignments when they are engaged." He introduced the Psychological Contract Theory for the first time (PCT) (Aslam et al., 2022). Specific psychological circumstances are the subject of the psychological contract idea. Such circumstances are required for a high level of job engagement. (Radujković & Sjekavica, 2017). In relative to job engagement, (Demerouti et al., 2001) presented the Job-Demand Resource (JDR) model. It claims that occasionally, despite individuals' higher levels of personal engagement at work, they are unable to successfully create engagement due to the lack of certain favorable work environment factors. Additionally, he asserts that Social Exchange Theory is the most significant theory relating to employee engagement (SET) (Demerouti et al., 2001).

2.2 Interpersonal relation leadership

Interpersonal leadership impacts job engagement considerably by deep acting emotional skilled workforce, initiative climate perceptions, and learning goal orientation.(Aslam et al., 2022). Interpersonal leadership as the process of inciting and motivating employees to achieve

organizational goals while also nurturing loyalty and satisfaction. Interpersonal leadership enhances productivity of the organization ensuring inspiration and motivation of people. (Iddagoda & Opatha, 2020). Organizations are created with certain purposes and goals in mind. People join organizations to meet their needs, and by doing so, they help the organization operate better and accomplish its goals. Therefore, it is the duty of every leader to create a workplace that functions well because the degree to which he or she succeeds will depend greatly on the willingness of the subordinates to work for him or her, among other factors, and on the degree of alignment between the leadership style adopted by the leader and the expectations and desires of the subordinates(Hansen et al., 2014). The majority of businesses have already failed as a result of incompetent leadership, which includes factors like badly organized, uncontrollable, or integrated workforces. This mindset has an adverse effect on productivity and raises operational costs, among other things. All of this ultimately results in the organization's failure (Umar Ibrahim & Ogohi Daniel, 2019b, 2019a). In order to improve performance, When the need arises in an organization, it is vital to modify the influence of leadership.

2.3 Organizational performance

Performance is the degree of a person's work accomplishments after utilizing effort. Environmental factors primarily affect the individual determinants of performance ability and motivation, which in turn affect performance (Umar Ibrahim & Ogohi Daniel, 2019a). Performance is essentially an individual phenomenon. that it is well acknowledged that effective organizations require effective leadership, and that when this is neglected, the performance of the organization suffers("Impact of Interpersonal Relation Leadership, Work Life Balance and Organizational Citizenship Behavior on Employee Satisfaction," 2022). In light of the mentioned previously, once more express the opinion of the person who established the relationship

between high performance and leadership by creating a model of charismatic/transformational leadership, wherein the leader's behavior is said to inspire, awe, and empower their followers, leading to exceptionally high effort, exceptionally high commitment, and exceptionally high willingness to take risks(Xu & Thomas, 2011). People join organizations to satisfy their needs, and as a result, they contribute to organizational performance in order to attain the organization's goals. As a result, it is every leader's obligation to build an organization that will perform well (Umar Ibrahim & Ogohi Daniel, 2019b).

2.4 Theories from organizational behaviour and leadership

The theme "Impact of interpersonal relation leadership on organizational performance mediating employee engagement" has a theoretical foundation that draws from a number of theories in the fields of organizational behavior and leadership. The most suitable theories include the transformational leadership theory, the social exchange theory, the job demands-resources model, the self-determination theory and so on (Singaraj et al., n.d.). All of these theories have their respective aims, but they individually serve the basis for the topic of research. First off, the transformational leadership theory states that leaders who interact with their followers on a personal level can encourage and inspire them to go beyond what is expected of them, improving organizational performance(Moradi Korejan & Shahbazi, 2016). Second, according to the social exchange theory, when leaders have positive interpersonal relationships with their followers, it creates a social exchange process in which employees return the favors the positive behavior by exerting personal effort, which can lead to improved organizational performance(Cropanzano et al., 2017). Thirdly, according to the job demands-resources model, engaged workers are more likely to have a high level of job resources, such as leadership support, which can improve organizational performance(Schaufeli, 2017). Last but not least, the self-determination theory

says that motivated workers are more likely to feel connected, competent, and independent, all of which can improve organizational performance(Lakshman, n.d.). If these theories are considered collectively, they offer a theoretical framework for analyzing the connection between interpersonal relation leadership, employee engagement, and organizational performance. By examining the effect of interpersonal relationship leadership on organizational performance and using employee engagement as the mediating variable in the context of the Pakistani telecom industry, the study intends to evaluate these proposed theories(Singaraj et al., n.d.). The common theme between the theories is that they all focus on the relationship between leaders and followers, and how this relationship can impact employee engagement and organizational performance. These theories all contend that increasing the relationship between leaders and followers is essential to raising employee engagement and raising organizational performance. It offers actionable advice for executives who wish to raise employee engagement and boost productivity(Lakshman, n.d.). The study can offer insights on how leaders can establish a great work environment, cultivate trust and respect with their employees, and enable them to reach their full potential by concentrating on the relationship between leaders and followers. The most important theory taken for our research is Transformational leadership Theory as the role of trust, respect, and loyalty in developing good connections between leaders and followers is clarified by Interpersonal Relationship Theory(Ravet-Brown et al., 2023).

2.5 Transformational leadership Theory

Transformational leadership was presented by Burns (1978) and Bass (1985, 1990, 1998) as a meaningful and creative interchange between leaders and their followers to induce a vision-driven change in followers (Moradi Korejan & Shahbazi, 2016). The four sub-dimensions of transformational leadership are idealized influence, inspirational motivation, intellectual

stimulation, and customized concern. Idealized influence comprises role modeling behavior, identification with the leader, and incorporation of the leader's vision, values, and missions through the emotional impact of the charismatic leader(Moradi Korejan & Shahbazi, 2016). Using the multifactor leadership questionnaire, researchers studied the transformational leadership construct. Individualized consideration involves leader conduct such as creating a positive atmosphere as well as providing new learning chances. One of the most effective leadership styles for increasing employee engagement and boosting organizational performance is transformational leadership theory(Mostafa et al., 2015). The transformational leader inspires and motivates people by establishing a clear vision and giving them the support and resources, they need to achieve their objectives(Ravet-Brown et al., 2023). The four important components of this leadership style are idealized influence, inspiring motivation, intellectual motivation, and individualized concern. Transformational leadership can result in better interpersonal interactions between leaders and employees, which can boost employee engagement. Employees are more likely to be motivated to perform well and contribute to the organization's success when they believe its leaders care about their well-being. Because engaged individuals are more productive, innovative, and committed to the organization's goals, increasing engagement can lead to improved organizational performance(Singaraj et al., n.d.). Employee engagement may ascent as a result of improved interpersonal ties between managers and staff that can result from transformational leadership. Employees are more likely to be motivated to perform well and contribute to the organization's success when they believe its leaders care about their well-being. As engaged individuals are more productive, creative, and dedicated to the organization's goals, this elevated engagement can result in enhanced organizational performance(Moradi Korejan & Shahbazi, 2016). They are more inclined to go above and beyond their work duties and

contribute to the organization's success. As a result, the transformational leadership theory is particularly applicable when looking at how relation leadership affects organizational performance through employee engagement(Mostafa et al., 2015).

2.6 Notion of Motivation and Wellness

According to the literature, a happy employee may or may not be engage because happiness can be for short term. The motivated and satisfied employee might not be productive for the firm(Atan et al., 2021). It is very crucial to engage the wellbeing to cope up the stress. This can lead to increase in organizational productivity and people concerns are resolved in a healthier way(Atan et al., 2021). Earlier, organizations were focused on two dimensions either task orientations or interpersonal orientation(Paço & Nave, 2013). As of now, organizations are more focused on its people and provide guidance to their employees. In this way they are influenced by them. So, employee engagement gives them emotional commitment such as attachment, passion, personal belief and commitment. Moreover, it helps employees in their performance management activities such as employee's growth and development, positive work space, social responsibility and competitive edge for the present and future job(KURU, 2023).

2.7 Concept of Interpersonal Relation Leadership on Employee Engagement

According to the literature, interpersonal relation leadership and employee engagement are favorably correlated. The term "interpersonal relationship leadership" refers to a management approach that places a heavy emphasis on cultivating healthy working connections with staff. Employee engagement was favorably correlated with interpersonal relationship leadership(Hansen et al., 2014). According to the study (Schaufeli & Bakker, 2004), managers that show their staff members respect, support, and care are more likely to have motivated workers. The study also discovered that highly engaged workers were more likely to have

leaders who cared about their welfare. Similarly, (Schaufeli & Bakker, 2004) discovered that interpersonal connection leadership was positively associated to job resources, which were in turn positively related to employee engagement. Job resources are the tools that employees have at their disposal to do their jobs, such as assistance from coworkers and supervisors, autonomy, and possibilities for growth and development(Schaufeli & Bakker, 2004). The study discovered that supportive and caring leaders were more likely to provide job resources to their employees, which resulted in higher levels of employee engagement. In a third study, discovered a favorable correlation between interpersonal connection leadership and work engagement, a subset of employee engagement. The term "work engagement" describes the enjoyable, satisfying, and purposeful experiences that employees have at their jobs(Xanthopoulou et al., 2009). According to the study, managers that show their staff members respect, support, and care are more likely to have workers who are highly interested in their work. Overall, the data demonstrates that interpersonal relationship leadership is associated with higher levels of employee engagement. Leaders that establish deep bonds with their staff and foster a favorable work environment are more likely to have engaged personnel. Employees that are engaged are more productive, innovative, and devoted to the aims of the organization, which can contribute to higher organizational performance(Xanthopoulou et al., 2009).

Hypothesis 1:

IRL has a Positive Co-Relationship with EE

2.8 Perception of Employee Engagement on Organizational performance

According to the literature, employee engagement and organizational performance are positively correlated. Employee engagement relates to employees' level of dedication, passion, and

enthusiasm for their work and their organization. Employee engagement was found to be positively correlated with organizational performance in one study(Bakker et al., 2012). In comparison to organizations with low levels of employee engagement, the study found that highly engaged organizations had higher levels of productivity, profitability, and customer satisfaction. It is discovered that employee engagement was positively associated to job performance in another study. Employees who were extremely involved in their work were more likely to do well on the job, according to the study. Additionally, imaginative, and creative workers were more likely to be committed to the objectives of the company(Bakker et al., 2012). Another study showed a positive correlation between employee engagement and retention in his third study. According to the survey, employees who were really involved at work were more likely to stay with their company than those who were not. This is crucial because losing employees may be expensive for businesses in terms of recruiting, training, and missed output(Saks, 2006). Overall, the literature indicates that employee engagement is positively related to organizational performance. Employees that are actively engaged are more creative, imaginative, and dedicated to the organization's objectives. Additionally, they are more likely to remain with their company, which can aid in lowering turnover expenses(Hmieleski et al., 2012). Improvements in these elements can result in an organization doing better in terms of output, revenue, client happiness, and other success indicators(Xu & Thomas, 2011).

Hypothesis 2:

EE has a Positive Co-Relationship with OP

2.9 Insight of Interpersonal Relation Leadership and Organizational performance

According to the literature, interpersonal relationship leadership has a good relationship with organizational performance. Interpersonal relation leadership is a type of leadership that focuses on improving positive relationships with employees and providing a supportive work environment. Interpersonal relationship leadership was found to be positively associated to employee work satisfaction in one study(Hmieleski et al., 2012).According to the study, workers who believed their managers acted in a supportive and caring manner were happier with their jobs than workers who did not(Hmieleski et al., 2012). Another study revealed a positive association between interpersonal relationship leadership and employee creativity. According to the study, supportive and compassionate leaders fostered a work atmosphere that promoted innovation and creativity(Wang et al., 2011). Another study discovered that interpersonal connection leadership was positively connected to employee commitment to the organization in a third trial. Employees who saw their leaders as helpful and caring were more devoted to the organization's aims and were more likely to stay with the organization, according to the study(Eisenbeiss et al., n.d.). Overall, the literature demonstrates that interpersonal relationship leadership is related to organizational performance in a good way. Leaders who are helpful and sympathetic can foster a work atmosphere that promotes job satisfaction, creativity, and organizational dedication. These characteristics can boost organizational performance in terms of productivity, innovation, personnel retention, and other success indicators(Umar Ibrahim & Ogohi Daniel, 2019a).

Hypothesis 3:
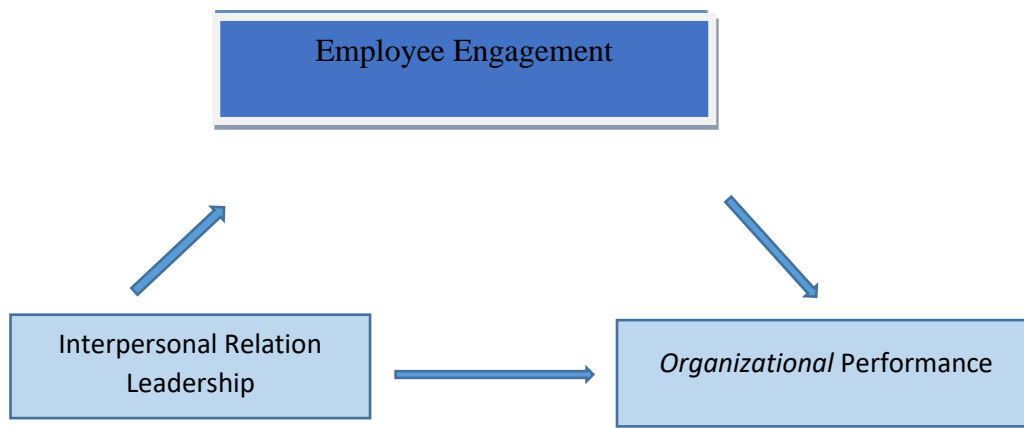
IRL has a Positive Co-Relationship with OP

2.10 Description of all variables involved.

Independent variables: Interpersonal Relation Leadership (IRL)

Dependent variables: Organizational Performance (OP)

Mediator: Employee Engagement (EE)

2.11 A theoretical/ conceptual model depicting the relationship among variables.

Chapter 3

3.0 Methodology

The study plan and techniques used to gather and analyse data are described broadly in the methodology section. It specifies the steps taken to assure the reliability of the data and justifies the selection of a certain study design and data collection techniques. The study's ethical constraints and limitations are also discussed in this chapter. It serves the basis for how data will be collected for the research.

3.1 Nature of the study

The research methodology for the thesis topic "Impact of interpersonal relationship leadership on organizational performance mediating employee engagement" is quantitative. Quantitative research involves gathering and analysing numerical data in order to test hypotheses and find answers to research problems. In this study, the researcher will collect data from employees and managers in the organization via questionnaires. The survey questions will be designed to assess interpersonal leadership, employee engagement, and organizational performance. Since it is a quantitative study, no interviews will be conducted for it; instead, data will be collected via a questionnaire.

3.2 Research philosophy

In terms of quantitative research strategy, applies positivism as its study philosophy. Positivism is a research philosophy that emphasizes the use of scientific methods in the investigation of social issues. The researcher will utilize quantitative research methodologies to collect and analyse numerical data in order to test hypotheses and answer research questions in this study. Positivism holds that social processes may be investigated objectively, and that evidence can be acquired and analysed without bias. The researcher will analyse the data and evaluate the

hypotheses using statistical methods, with the goal of producing generalizable conclusions that may be applied to other organizations.

3.3 Research design and approach

We will use a cross-sectional study design and methodology. In a cross-sectional study design, information is gathered from a sample of people at one particular period. In this study, the researcher gathers information from company managers and employees through surveys or questionnaires. This study's methodology is deductive. Starting with a theory or hypothesis, deductive research then gathers data to test the hypothesis. In this study, the researcher creates hypotheses on the connections between interpersonal relationship leadership, employee engagement, and organizational performance using the theory of interpersonal relationship leadership and its impact on organizational performance. Data will next be gathered to put these hypotheses to the test. This study does not use historical design. Historical research entails studying past events or data in order to comprehend social phenomena. However, in this study, we want to look at the current links between interpersonal relationship leadership, employee engagement, and organizational performance. As a result, a cross-sectional research approach is preferable.
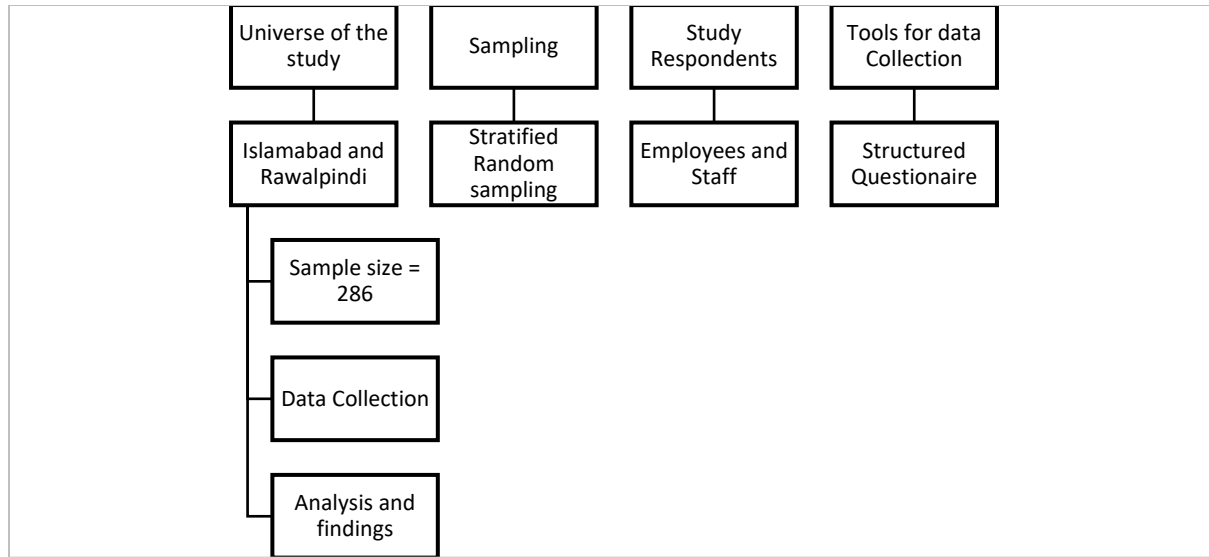
Figure 3 1 Research Design

3.4 Population of the study

The telecom industry in Pakistan is the main subject of this study. Additionally, individuals

working in the telecom sector make up the study's population. Employees and managers working

in the telecom sector in Islamabad and Rawalpindi comprise the study's population. The study

will concentrate on employees and managers at Telecom businesses in Islamabad and

Rawalpindi. Employees from various areas, such as customer service, marketing, sales, and

technical support, will be included in the population and managers at various levels, such as team

leaders, department heads, and senior executives. There are four cellular mobile service

providers exist in Pakistan. At the moment, four companies are active in Pakistan that includes

jazz, Telenor, Ufone and Zong. In other words, they are Telenor Pakistan, Pakistan Mobile

Communication Limited (PMCL/Jazz), Pakistan Telecommunications Limited (PTML/Ufone),

and China Mobile Pakistan (CM Pak/Zong). These companies offer services using GSM,

WCDMA, and LTE, among other technologies. At the moment four major operators are present

in telecom industry. Jazz presently provides services to over 30,000 businesses, including

priority services, devoted support, adaptable solutions, and wireless networks in more than 230

Pakistani cities. Similarly goes for other companies. For the purpose of study, we randomly

selected a few branches from everyone. To narrow it down we will select the head offices in

Islamabad and Rawalpindi. If we talk about the twin cities, our sources confirmed that at the

moment combinedly 800-1100 employees working in jazz, Telenor, Ufone and Zong. So, this

brings our target population to 1100 people.

3.5 Sample and Sampling technique

The sampling technique and statistical power analysis will determine the sample size. The

researcher's goal is to have a sample size that is both sizable enough to be manageable and large

enough to yield statistically significant results. Employees and managers working in the telecom

industries of Islamabad and Rawalpindi compose the majority of the study's population. To

provide each person in the population an equal chance of being chosen, we will choose the

sample using a random sampling technique. Then we will next choose participants from each

subgroup using a convenience sample technique. A non-probability sampling technique called

convenience sampling involves choosing participants based on their availability and desire to

participate. The researcher will choose participants for this study based on their willingness to

participate and availability to complete the survey or questionnaire. We shall strive to have a

sample size that is both sizable enough to be manageable and large enough to yield statistically

meaningful results. We will be using stratified convenience sampling. There are two types as

well. We make groups like we make 4 groups of equal amounts. We went for stratified random

convenience sampling. In order to determine the size Krejcie and Morgan 1970 table was used.

For sampling size for a population of 1100 employees. As n(population) is 1100, so sample would be 285. 285/4 will be 71.25 (krejcie and morgan table). Which is appropriately 286.

3.6 Unit of analysis

The study of data from which we will be collecting data is human. The unit of analysis is human beings. The study's unit of analysis will be the individual employee and manager. We will use surveys or questionnaires to collect data from participants in order to get insights into their perceptions and experiences with interpersonal relation leadership, employee engagement, and organizational performance. To comprehend the correlations between the variables, we shall analyze the data at the individual level. by analyzing the degree and direction of the relationships between the variables using statistical methods, such as correlation analysis and regression analysis. In this study, the individual employee and manager serves as the unit of analysis. To better understand the connections between interpersonal relationship leadership, employee engagement, and organizational performance, we will analyze the data at the individual level.

3.7 Procedure

Before collecting data, we must get ethical approval from the appropriate authorities. Once we construct the questionnaire to collect data from the participants. Questions on interpersonal relationship leadership, workforce engagement, and organizational performance will be included in the questionnaire. The questionnaire will next be pilot tested with a small number of participants to ensure that the questions are clear and intelligible. We chose participants from the telecom sector in Islamabad and Rawalpindi using a stratified convenience sampling technique. We are going to communicate with their managers using personal contacts. We will pick a manager at random and talk to them about my study, the reasons we are conducting it, and the methods we are using for data collection. requesting their consent before gathering employee

data for research. Describe the study's objectives, the participation process, and the data confidentiality. Through managers, we will contact the participants and invite them to take part in the study. Participants can complete the survey or questionnaire online. So, we will float the questionnaire and wait for their responses. Through managers, we will send them a link to a questionnaire. And they will fill it through the link.

3.8 Analysis (proposed software and tests)

SPSS (Statistical Package for the Social Sciences) will be used as statistical software. This software will be used to analyze the data collected from survey or questionnaire participants. To explore the relationships between the variables, the researcher will employ statistical techniques such as correlation analysis and regression analysis. SPSS is a widely used statistical software suite that includes a variety of tools for data analysis. It enables the researcher to do a number of statistical tests, such as descriptive statistics, correlation analysis, regression analysis, and factor analysis. For making questionnaire, we will be using google document and to analyze the data results, we will be using IBM SPSS Statistical software. To analyze the data and test the hypotheses, the study will employ statistical techniques. The relationship between interpersonal relationship leadership and organizational success, as well as the mediating function of employee engagement, will be examined.

Chapter 4

4.0 Results and discussions

The outcomes of all investigated factors are presented in this chapter. Software SPSS was used to conduct a differential analysis and examine the relationships between the variables under investigation. Additionally, with the aid of employee engagement as a mediator, the effect of interpersonal relationship leadership on organizational performance is established. The most important portion of the study will be covered in this chapter.

4.1 Descriptive Statistics

The descriptive statistics of gender, age, qualification, experience, and company name would involve calculating the mean, standard deviation, minimum, and maximum value of each variable to summarize the data and provide insights into the central tendency, variability, and distribution of the responses. The table below shows the descriptive figures/ values of variables which are a part of the research such as Interpersonal relation leadership, employee engagement and organizational performance. These values are found through analysis from SPSS software. As the mean values tell us the central tendency of the data and to compare different groups of the data where the common responses lie. The standard deviation shows the dispersion of the data from mean values and how it is spread across. A low standard deviation suggests that the data gathers around the mean, whereas a larger standard deviation shows that the data is dispersed. Moreover, minimum, and maximum values are used to explore the range of data. As the minimum values are the smallest value in data set and largest are the maximum values. These are used to spread the data and identify the outliers or the unusual values that are very small or large from the data as a whole. The table below shows the six columns. The demographic profile of the research population served as the starting point for the questionnaire. And all variables are

written in the first column. Sample size in second column, minimum values in the third column, maximum values are displayed in fourth column. Mean and standard deviation are written in fifth and sixth column respectively. For IRL, EE and OP, the value of the greater mean values reflects the inclination of the respondents towards agreeableness with the question asked from respondents. The lesser mean value shows the dissent of respondents. From the table, the Mean and standard deviation of independent variable IRL is 3.6643 and 0.55457 respectively. It showed the agreeableness of the respondents towards the questions and data of IRL is clustered around the mean. From the table, the Mean and standard deviation of mediator EE is 3.8275 and 0.71870 respectively. It showed the agreeableness of the respondents towards the questions and data of EE is clustered around the mean. From the table, the Mean and standard deviation of dependent variable OP is 3.8566 and 0.66479 respectively. It showed the agreeableness of the respondents towards the questions and data of OP is clustered around the mean. This shows that all the variables IRL, EE and OP are considered by respondents.

Table 4. 1 Descriptive Statistics

Variables	Sample	Minimum	Maximum	Mean	Std. Deviation
Gender	286	1.00	3.00	1.5140	0.58473
Age	286	1.00	4.00	1.5664	0.83821
Qualification	286	1.00	4.00	2.3706	0.58253
Company	286	1.00	4.00	2.4441	1.13107
Experience	286	1.00	4.00	1.4126	0.67879
IRL	286	1.00	5.00	3.6643	0.55457
EE	286	1.00	5.00	3.8275	0.71870
OP	286	1.00	5.00	3.8566	0.66479

4.1.1 Frequency Statistics of Demographics

As the questionnaire began with background information tailored to the gender of the

respondents. The goal was to compare the gender distribution of female and male responders.

The total number of people who completed the online questionnaire was 286. There is a large

gender split, with 53.1 percent of respondents being male and 42.1 percent female. However, 4.5

percent of those polled did not state their gender. The gender distribution is depicted in table 4.2

below.

Table 4. 2 Frequency Statistics of Demographics

Demographic	Description	Frequency	Percentage
Gender	Male	152	53.1
	Female	121	42.3
	Prefer not to Say	13	4.5
Age	20-25	175	61.2
	26-30	74	25.9
	31-35	23	8.0
	36 or above	14	4.9
Qualification	Diploma	10	3.5
	Bachelors	165	57.7
	Masters	106	37.1
	PhD	5	1.7
Company	JAZZ/Warid	79	27.6
	Telenor	69	24.1
	Ufone	70	25.5
	Zong	68	23.8
Experience	less than 5 years	195	68.2
	5-10 years	68	23.8
	11-20 years	19	6.6
	more than 20 years	4	1.4

The purpose of the following background information inquiry, which divided respondents' ages

into 4 categories, was to identify any variations in the respondents' age distribution. The data

gathered indicated that 61.2% of respondents were between the ages of 20 and 25. This results in

the most prominent frequency. Following that, 25.9% of responders fell into the 26–30 age range. The age range of 31 to 35 is represented by 8% of respondents. People who are 36 years of age or older make up around 4.9% of the responses. The age distribution of the respondents is shown in table 4.2.

The third question related to the respondent's qualifications. A substantial proportion of those who took out the survey had bachelor's and master's degrees. Bachelor's degree holders account for 57.7% of the total. Then 37.5% had a master's degree. A small proportion of respondents (1.7%) held a PhD, whereas 3.5% held a diploma. Table 4.2 represents the Qualification distribution.

The next descriptive statistics exploration was about the organization's name. They were roughly comparable in value. Jazz/Warid respondents made up 27.6 percent of those who filled out the questionnaire. Telenor got 24.1 percent, Ufone scored 24.5 percent, while Zong received 23.8 percent. Table 4.2 depicts the name of the company and the percentage of the company's name where they place of employment is.

The last question was asked about the Experience of respondents. The majority of respondents who filled in the form have less than 5 years of experience which is 68.2 %. Then, 28% of respondents have 5-10 years of experience. 6.6% of respondents have 11-20 years of experience. Lastly, 1.4% of respondents have more than 20 years of experience. Table 4.2 shows the years of experience.

4.2 RELIABILITY ANALYSIS OF VARIABLES

When variables in Hypothesis cannot be measured directly so a scale is used to make the latent variables measurable. As our variables are Interpersonal relation Leadership, employee engagement and organizational performance so all the variables have scale in which there are

items called individual questions in each scale. Hence, our goal is to check the various responses

in each scale, to know if they are correlated or not. The questions need to be very high correlated

to each other. For that we need high internal consistency which is measured by Cronbach Alpha.

4.2.1 Employee Engagement Reliability

Cronbach Alpha Table	
Excellent	>0.9
Good	>0.8
Acceptable	>0.7
Questionable	>0.6
Poor	>0.5
Unacceptable	<0.5

Table 4. 3 Reliability of Employee Engagement

Reliability statistics	
Cronbach's Alpha	**No of items**
0.859	6

The Mediator employee engagement survey has a reliability value of .859 for a series of

questions indicating that it is a reliable indicator of employee engagement. The high reliability

score implies that the six survey items are reliable in gauging employee engagement. This

conclusion demonstrates that the Mediator employee engagement survey is a valid instrument for

organizations wishing to gauge the degree of engagement among their employees. So, a high

reliability score for the Mediator employee engagement survey responses, meaning that the six

items contained in the survey are consistent in gauging employee engagement.

4.2.2 Interpersonal Relation Leadership Reliability

Table 4. 4 Reliability of Interpersonal Relation Leadership

Reliability statistics	
Cronbach's Alpha	**No of items**
0.723	7

For the independent variable of interpersonal relation leadership, a reliability score of.723 for 7 items is an acceptable result. It suggests that the 7 items in the survey are fairly consistent in gauging the concept. However, there is still potential for improvement, and future study might look at adding or modifying items to improve the measure's reliability.

4.2.3 Organizational Performance Reliability

Scale: ALL VARIABLES

Table 4. 5 Reliability of Organizational Performance

Reliability statistics	
Cronbach's Alpha	**No of items**
0.800	6

A reliability score of.800 for six items in the dependent variable of organizational performance indicates that the result is positive. It suggests that the six survey items are consistent in evaluating organizational performance, making the survey a valid tool for organizations wanting to assess their performance. However, there is still potential for improvement, and future study might look at adding or adjusting elements to improve the measure's dependability.

4.3 CORELATION

Correlation is an independence technique in which you don't need to categorize the dependent variable or any independent variable. We are using a bivariate technique which will give us

associations or relations between the two variables. To measure the correlation results we need to consider the following points.

Correlation Points	
Strength	Strong, moderate, and weak
Nature	Positive and negative
Significance	Significant or insignificant

Positive Ranges of Correlation	
0.80 to 1	**Very strong**
0.60 to 0.79	**Strong**
0.40 to 0.59	**Moderate**
0.20 to 0.39	**Weak**
0.00 to 0.19	**Very weak**

For nature, the values which are positive are called positive nature and those negative values are called negative nature. A relation is called positive when the variables move in same direction whereas when variables are moving in different way, so it is called negative. Lastly, to interpret the significance, if value of P is less than 0.05 (5%) then it is significant but if value of p is greater than 0.05 so it is insignificant. A Pearson correlation value of one show that two variables are perfectly correlated. This indicates that if one variable grows, so does the other in a pattern that is linear. The range of correlation is from -1 to +1. A value of zero indicates no correlation, -1 indicates negative correlation and +1 shows stronger correlation. The objective of the study is to find the correlation ranges to determine the relationship between variables interpersonal relation leadership, organizational performance, and employee engagement to make the

hypothesis true. The table 4.6 below summarizes the values that are hypothesized for relationships.

Table 4. 6 Correlation

Variables	Interpersonal Relation Leadership	Employee Engagement	Organizational Performance
Interpersonal Relation Leadership	1		
Employee Engagement	0.470**	1	
Organizational performance	0.620**	0.470**	1

**. Correlation is significant at 0.01level (2-tailed) and P Value, 0.001

From the table, the correlation coefficient of 0.470 indicates a moderate, positive correlation between the mediator employee engagement and the independent variable interpersonal relationship. This means that if we increase employee engagement so does the interpersonal relation leadership. Likewise, the value of p is 0.001 makes 1% so it is less than 5% so the relationship significance is significant. Similarly, there is a moderate positive and significant correlation between organizational performance and employee engagement. But there is a higher correlation between independent variable Interpersonal relation leadership with dependent variable organizational performance i.e., 0.620. As all the variables have significant values so if we increase any variable, it will increase the effect of other variables as well.

4.4 REGRESSION

Following correlation, regression analysis is used to better analyse and understand the relationship between variables. Although correlation gauge the strength and direction of the

linear association between two variables, regression analysis goes beyond by determining the mathematical equation that best fits the data points. It helps in forecasting the value of one variable based on the values of others. Subsequently, it discovers the extent of influence each predictor has on the outcome and assesses the statistical significance of the relationship. In summary, regression analysis enables a more thorough evaluation of the interdependencies between variables, hence assisting in prediction and inference. Regression analysis will discover the causal relationship of one variable with other variables to validate the reliance.

First, in model summary, we have to look at R square values. As R square values will tell us the percentage of variability in the dependent variable accounted by independent. We can say that how many independent variables are predicting our dependent variable. The value of R square is 0.425 which is 42.5%. Here we can say that IRL and EE are predicting OP by 42.5%.

Secondly, analysing the F statistics (Prob) tells us that if overall our model is fit/ significant. If the probability is less than 0.05 i.e., 5%, then the model is considered fit. Our Significance value is 0.001 i.e., 1% which is less than 0.05 so our model is fit/ significant. From Anova table, F value is 104.702 and significance is 0.001 so we can conclude that overall conceptual model is fit, and we can proceed further.

Thirdly, the Slope of Beta Coefficient tells us change in dependent variable with respect to independent variable and tells the effect in positive and negative. Beta tells the change in slope and t value/sig both give output of significance. For analysis, we used Unstandardized beta, and its value is 0.213. To test the hypothesis, we can say that Employee engagement has a beta of 0.213 which is positive and with a sig value of 0.001.

Employee Engagement has a positive and significant effect on Organizational performance.

In other words, we can say that when Employee engagement is increased by 1 unit so Organizational performance will increase by 0.213 units i.e., 21.3%. Similarly, the beta of Interpersonal relation leadership is 0.613 units.

Interpersonal Relation Leadership has a positive and highest impact on Organizational Performance.

In other words, we can say that if we increase Interpersonal Relation Leadership by 1 unit so Organizational performance will be increased by 0.613 i.e., 61.3%.

As far as the constant is concerned, it has a value of 0.795, let's say we assumed that EE and IRL have zero coefficients so OP will be value of constant. This means that 79.5% increase in organizational performance.

Lastly, to cater to the problem of Multicollinearity, to check if the results are biased, illness of data, distortion in data and that could give us false results. With the help of variance inflation factor (VIF) we can analyse this problem. If the value of VIF is equal to or less than 10 so there is no multicollinearity.

In our multicollinearity statistics, VIF for IRL is 1.283 and for EE variance Inflation factor is 1,283. So according to our results, it is very far from any distortion. And the estimated results are accurate and unbiased.

Table 4. 7 Regression of the Data

Organizational Performance					
Variables	R. Sq	Sig F	F	Unstandardized Beta	Variance Inflation Factor
EE	0.425	0.001	104.702	0.213	1.283
IRL	0.425	0.001	104.702	0.613	1.283
Constant		0.001	104.702	0.795	

4.5 Mediator Analysis

Independent variable effects dependent variables and also dependent variables are dependent on

the independent variable and mediator is intervention between them. According to our model,

interpersonal relation leadership Effects mediator employee engagement and employee

engagement then effected organizational performance.

Table 4. 8 Model summary of Hayes model 4

Variation	R. Sq.	Sig value
EE by IRL	0.2205	0.0000

From table 4.8, we can say that when employees have Interpersonal Relation leadership so

organizational performance in enhanced and also organizational performance is dependent upon

Interpersonal Relation Leadership. Moreover, Interpersonal Relation Leadership will boost the

Employee Engagement so we can say that Interpersonal Relation Leadership Effects Employee

Engagement and Employee Engagement effects Organizational Performance. We used Hayes

Model to interpret the analysis for Employee Engagement. Y as output is Organizational

Performance, X is Interpersonal Relation Leadership, and M is Employee Engagement. From the

model summary, our R. Sq. is 0.2205. This 22.05% variation comes in our mediator Employee

Engagement by Interpersonal Relation Leadership with a P value of 0.000 considering it

significant relation.

Table 4. 9 Hayes Total Model results

Variable	R. Sq.	Coefficient value	Sig
Constant	0.4253	0.7946	0.0002
IRL	0.4253	0.6134	0.0000
EE	0.4253	0.2128	0.0000

From outcome Variable, the total model R. Sq. is 0.4253. The value of Coefficient for

Interpersonal Relation Leadership is 0.6134 which can bring 61.34% change for one unit change.

The value of Coefficient for Employee Engagement is 0.2128 with significance of 0.000. For

constant, it is 0.7946 with Sig 0.0002.

Table 4. 10 Indirect Effect of Hayes model 4

Variation	Coefficient value	P value	R. Sq.
IRM on DV	0.7429	0.0000	0.3840

The Direct effect of Interpersonal Relation Leadership on Organizational performance is 0.7429

(Coefficient value). When changing Interpersonal Relation Leadership with one unit so it will

bring a change of 74.29% with a P value of 0.000. It is considered significant.

Table 4. 11 Total, direct and indirect effect of Hayes model 4

Effects	Effect value	Sig	BLLCL	BULCL
Total	0.7429	0.0000		
Direct	0.6134	0.0000		
Indirect (EE on OP)	0.1295	0.0000	0.0626	0.2034

Concluding the whole scenario, now to sum up the Total effect, direct and indirect effect of Interpersonal Relation Leadership on Organizational Performance. We can conclude that the direct effect of Interpersonal Relation Leadership on Organizational Performance is 0.6134 with a P value of 0.000. Moreover, the effect of Interpersonal Relation leadership on Organizational Performance through Mediator Employee engagement is 0.7429 with a P value of 0.000. Now to serve the indirect effect, it is 0.1295 so it means that mediation exists with 12.95%. If we change the mediator, Interpersonal Relation Leadership and organizational performance relation will be affected by 12.95%. Here, we also looked at the Boot upper limit confidence level (BULCL) and Boot lower limit confidence values (BLLCL). The Boot upper limit confidence level (BULCL) is 0.0626 and Boot lower limit confidence values (BLLCL) is 0.2034. As both values of Boot are positive from 0.0626 to 0.2034 and there is no zero value in between. These values are considered significant.

Employee Engagement significantly mediates Interpersonal relation leadership and organizational Performance.

It means that Interpersonal Relation leadership effects Organizational performance through Employee Engagement.

Figure 5 1Summary of Hypothesis

Hypothesis	Summary	Results
1	IRL has a Positive Co-Relationship with EE	Supported
2	EE has a Positive Co-Relationship with OP	Supported
3	IRL has a Positive Co-Relationship with OP	Supported

Chapter 5

We will discuss the data analysis findings in this chapter and look at the connections between interpersonal leadership, employee engagement, and organizational performance. We will also explore the mediating effect of employee engagement on the relationship between interpersonal relation leadership and organizational performance. The chapter begins with major findings and conclusions followed by a discussion. Finally, we will present the results of the data analysis and provide a detailed discussion of the conclusion, implications, and recommendations for future research.

5.1 Major Findings and Conclusion

 We conducted research to determine if Interpersonal Relation Leadership has a positive impact on organizational performance with intervention of Employee Engagement. We not only find a positive impact but a significant impact on organizational performance. As we collected the data from different employees of the Telecom sector of Islamabad and Rawalpindi. After thoroughly reading the research papers and creation of our model. All the variables were somehow interconnected, but no past study identifies the association between them. So, it was a gap to figure out the impact of variables between variables. The hypothesis was created on a basis of positive correlation between all the variables on the basis of past research papers. After analyzing the data carefully, we found that "Employee Engagement has a positive and significant effect on Organizational performance", "Interpersonal Relation Leadership has a positive and highest impact on Organizational Performance" and "Employee Engagement significantly mediates Interpersonal relation leadership and organizational Performance". All these results show the association between variables to a higher extent. If we exclude the Employee engagement so the organization would suffer a decrease in change up to 12.95%. Hence factors

like job satisfaction, culture of company, growth and development opportunities should be taken into account to leave employees committed to their work. Employees should be given social support, empathy and active listening to promote Interpersonal relation Leadership. Lastly, the engagement of employees is measured to improve the level of performance in firms. Likewise, through this research we were able to gauge the organizational performance through measurement of employee engagement and productivity perspectives irrespective of financial metrics. Respondents are of the view that interpersonal relation leadership, employee Engagement and organizational performance concept is prevailing in the telecom sector of Islamabad and Rawalpindi areas. Which means their cognitive engagement is sensible to avoid any un predictability, or to take challenges to their level possible. As earlier suggested by researchers that lack of leadership traits could result in conflicts and made no positive environment for work to focus and pay attention to detail. Which could result in deterioration in organizational performance as well. The study proposed the practical measure in order to help businesses respond positively.

5.2 Discussion

The efficiency and productivity of organizational performance's strategy, and plans are touched upon in this study. More extensive research is needed to thoroughly understand the review field, as evidenced by the fact that the results of this study cannot be generalized due to time constraints, restricted resources, and very small sample sizes. The central idea of the research was to examine organizational performance to create and promote the awareness of programs and activities that could lead towards the overall effectiveness of organization through the lens of telecom sector employees. The data collected from telecom sector employees and leaders fulfilled the author's view point. When we collected data from all the telecommunication service

providers in Islamabad and Rawalpindi. For instance, the hypothesis was considered true but still, we can't generalize the whole results. It can only be possible if we collected data from all over the Pakistan to generalize the results. Similarly, it would be detailed result if we do qualitative research on the same topic taking interviews and build some themes. At things considered, we are able to new concept that leadership needs engagement in order to enhance the organizational performance. If we exclude work engagement employees would be demotivated, un predictable, and lose sense of community at work place. The findings of the study were aligned with the model. The first hypothesis was to find that Interpersonal Relation Leadership has a Positive Co-Relationship with Employee Engagement, and the outcome was in Favor, so Hypothesis 1 is accepted. The second hypothesis was to check the mediating role of Employee Engagement such that Employee Engagement has a Positive Co-Relationship with Organizational Performance, and the outcome were in Favor so hypothesis 2 is also acceptable. Lastly, hypothesis 3 was that Interpersonal Relation Leadership has a Positive Co-Relationship with Organizational Performance, and the outcome was in Favor so the last hypothesis was also considered as acceptable.

5.3 Conclusion/ Implication

This study includes the importance of providing leadership training programs that focus on developing interpersonal relation leadership skills among managers, employees and leaders. It also emphasizes the necessity for businesses to have a culture of open communication and trust in order to strengthen the bonds between managers and staff. The research also recommends that companies constantly evaluate and track employee engagement levels in order to spot opportunities for development and take appropriate measures to resolve any potential problems. The study also highlights the value of rewarding workers for their contributions to the company

in order to boost employee engagement and enhance organizational performance. Furthermore, firms should start doing employee engagement activities to boost the performance of employees such as employee recognition programs, skill development, team building, wellness, social activities etc. to help increase the employee engagement for personal and professional growth. All these activities could lead to development of mindfulness focus, attention to detail, concentration at work, absorption of tasks and devotion towards the prosperity of organization. Let's say they started programs like award ceremonies, group outings to socialize, stress management workshops, holidays, mentorship, and bonus to boost the productivity of individual leaders.

5.4 Recommendation for Future

Future studies should examine how other factors, such as organizational culture, job satisfaction, employee satisfaction and employee motivation, may affect the link between interpersonal relation leadership, employee engagement, and organizational performance. They could also investigate the effectiveness of different leadership styles in different organizational settings and cultures. The effect of employee engagement on other organizational outcomes, including innovation, role conflicts, creativity, and customer happiness, might also be studied by researchers. Finally, future studies should look at how interpersonal relationship leadership affects the physical and emotional health of workers. Similarly, they could examine the role of interpersonal relation leader on team performance, including employee satisfaction, social relations, managing change.

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Appendix

Questionnaire:

Scale: Five points Likert scale

Scale range: (1) Strongly Disagree; (2) Disagree; (3) Neither Agree nor Disagree; Neutral (4)

Agree; (5) Strongly Agree.

1. **Demographics and general questions:**

    a. What is your gender?

    b. What is your age?

    c. What is your qualification?

    d. What is your company name?

    e. What is your year of experience?

2. **Interpersonal Relation Leadership (Independent Variable)**

    a. At my place of work, the manager informed well in advance about, for
        example, important decisions, changes, or plans for the future.

    b. I know exactly what I have at work.

    c. Contradictory demands placed on me at work.

    d. At work, our immediate superior is good at work planning.

    e. I get help and support from my colleagues.

    f. At work my superior talked with me about how well I carry out my work.

    g. I work isolated from my colleagues.

    h. There is a good atmosphere between me and my colleagues.

3. **Employee Engagement (Mediator)**

    a. At work, my mind is focused on my job.

    b. At work, I pay a lot of attention to my job.

    c. At work, I focus a great deal of attention on my job.

    d. At work, I am absorbed by my job.

    e. At work, I concentrate on my job.

    f. At work, I devote a lot of attention to my job.

4. **Organizational Performance (Dependent Variable)**

    a. The overall performance of my organization is based on output and impact.

    b. My organization has the ability to keep the organization's best and most talented people.

    c. For external audiences, my organization delivers quality products or services such as new programs, new delivery methods and reaching new people.

    d. For internal resources, new operational structures, or new methods to process financial transaction, enhance communication, or create efficiencies in work flow.

    e. Market research, new advisory groups, trend reports or other approaches that provide extension personnel with timely, and quality information for decision making.

f.   Personnel throughout my organization enhance organizational performance by being attentive to external changes and leading internal changes in structure, strategy, and operation methods.

MBA Thesis

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