

Influencing Factors of Transformational Leadership with different aspects of High performance Workforce System and Team Performance; investigating the role of cognitive trust & mediating effects of collective efficacy

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Abstract

In a modern world, high performance workforce system is a prime element to enhance the efficiency and effectiveness of your team outcomes, because it is based on the process of strategic human resources management practices. This paper is examining the transformational leadership in multiple aspects such as collective efficacy, cognitive trust and team performance. This research is describing the relationship between HPWS, transformational leadership and team performance, as well as this paper incorporate the mediating role of collective efficacy I contain the part of cognitive trust that correlate between transformational leadership behavior and productivity of the team. The investigation type used in this paper is correlation. This study has conducted on pharmaceutical industry of Karachi, Pakistan. The data has collect from well- known pharmaceutical organizations such as; Getz Pharma, Glaxo Smith Kline (GSK) and ATCO Laboratories. The sample size is consisting on 200-250 respondent; researcher use close ended questionnaire as an instrument of data collection. The testing of data has run by Smart PLS which finds out the correlations between constructs.

Keywords: High performance workforce system, transformational leadership, team performance, strategic human resources management practices, cognitive trust, collective efficacy.

Introduction

A society, country, or an organization does not survive; if there haven't a leader (Locke, 1999). A leader is not the name of position which holding number of powers and authorities. Leadership is a formalize position, which requires to lead (Locke, 1999). A basic principle of leadership is an exchange of relational ship (e.g., (Homans, 1950), a general attention provided the new concept of leadership. James Macgregor (Burba, 1997) captures the concept of leadership and work on transformational and transactional leadership style. Transformational leaders are influential; who influence follower to achieve the extraordinary results, transformational leadership is the procedure to build up their own leadership capacity (M, Bass, & Ronald, 2006). Team is the basic essential of progress; works is paralleled to the team, Team-defined as, a set of collection in organization where employees work indecently for the common goals of the organization (J, maynard, m, rapp, & gilson, 2008). The past studies and considerable researches has investigated the positive effects of transformational leadership on team performance (Wang G., Oh, Courtright, & Colbert, 2011). Past researches have ignored the basics roles of HR practices in organizational circle in the relative example of Transformational leadership. However, Transformational leadership is fundamentally shows the definite leadership behaviors (Bernard & Ronald, 2006). A wide researches in Strategic Human Resources Management (SHRM) has proved that High performance workforce system (HPWS)-a clear filed of human resources practices (kaifeng, david, hu, & baer, 2012). Define strategic objectives of organization such as creativity and service quality(I, Sacramento, & Aryee, 2016). They implement of HPWS for those objectives to support the aggravate behavior of employee (Jackson, Schuler, & Jiang, 2014). The method of strategically HWPS, team managers of TFL can be highlighted the HWPS; performance effectiveness is the strongest evidence of HWPS (Wang G., Oh, Courtright, & Colbert, 2011). The initial stage of past study to recognized the organization's HPWS worked as innovative factors which affected the TFL team managers (Joo, Hui, M., & Seongsu, 2018).

Moreover, the literature of strategic human resources management SHRM is proposed the utilization of HPWS in underdeveloped desired employee behavior which relies on the other related factors that edge the HPWS, other influential moderators which effects on the HPWS, still there have limited researches has been done which exposed the effects of moderating (Jackson, Schuler, & Jiang, 2014). After all of these effects and relation, there have another contextual variable which also influenced HPWS in underdeveloped team manager's TFL. Providing TFL initially oriented the team managers towards the new goals and vision (Hoffman, Bynum, Piccolo, & Sutton, 2011). Organizational performance could be increased if organization use maximum utilizing of its available resources and try to adapting to a changing environment. However, there are two factors which naturally incline to cause of creating conflicts in between stability and change, and there have a dominant issue in strategic management to achieving a balance between them (Eisenhardt, Furr, & Bingham, 2011). On the bases on the previous studies, suggested that strategic orientation of organization could influence the specific level where TFL is valued is needed. Furthermore, previous study also purposes the efficiency of orientation as a moderator which effected the HPWS related to

team manager's Transformational leadership throughout the team performance (Joo, Hui, M., & Seongsu, 2018). Furthermore, after all of these discussions, there is another variable of trust which acts as a mediator and effects team performance through TFL (Braun, Peus, Weisweiler, & Frey, 2013); (Jung & Avolio, 2000). There is strongest but positive relationship between trust in the supervision and supervision's transformational leadership perception (Casimir, Waldman, Bartran, & Yang, 2006); (Jung & Avolio, 2000). Previous researches also exposed that between transformational leadership and team performance trust has strong place by existence itself (Schaubroeck, Lam, & Peng, 2011). On the bases of past studies and examine the literature researchers integrate that, HPWS with the relation of mediation and moderation impact on the Team performance. TFL consists the cross level effect of HPWS with respect to the team performance, in the results that grabbed the little attention of previous HPWS studies. (Jiang, Takeuchi, & Lepak, 2013).

Overview:

The current study is trying to expend more, and make the concept of HPWS and TFL through the influence of moderation of (1) trust in team leader and (2) trust among the team members, which impact on the team manager and team performance. In other words, this study is elaborating the role HPWS with respect to the mediation impact of TFL, with moderation role of trust in leader and trust among team members which could be inflate or deflate the results on team performance.

Problem statement:

In a contemporary world, corporate are focusing on enhance employee performance and team outcomes with the multiple variations in their functions, the leadership style plays a major role in the team performance as well as an individual performance and which have many mediating and moderating aspect in the form of Job Motivation, power distance, Etc. These all relations directly or indirectly impact on the task performance and individual performance. There are many researchers have conducted on these issues. The findings on the impact of transformational leadership style (TFL) which is affected by high performance working system (HPWS) and organizational orientation would moderate the impact of HPWS (Joo, Hui, M., & Seongsu, 2018). Furthermore, the researchers also investigate the relation of transformational leadership style and high perform work force system which impact on the team performance (Pongpearchan, 2016). Moreover, psychological empowerment as moderator has been applied on transformational leadership in previous research by (anne, daan, michae'la, & daan, 2010). Furthermore, psychological empowerment using as a mediator between transformational leadership and effective commitment and job satisfaction, there is empirical evidence that psychological empowerment has an indirect relation with transformational leadership (Carmin, Ma Mar, & Jose, 2008). (Bruce, wiechun, william, & puja, 2004), their finding shows that there is positive relationship between transformational leadership and organizational commitment. Also they studied that how psychological empowerment mediate the expressively related to the transformational leadership and organizational commitment. Moreover, they suggest

that particularly structure distance inflates the effects of transformational leadership. Similarly, these all evidences talk about the impact on team performance with respect to leadership style with moderation impact. Therefore, researchers try to find out the impact of one additional moderating of Psychological empowerment on Transformational leadership and team performance because there is no empirical evidence to shows the moderating effects on Transformational leadership and Team performance, with the combination of organizational orientation on team performance with respect to transformational leadership style and high performance work force systems.

Research Objectives:

The objective of this study to examine the relation between high performance work system and team performance, also find out the role of transformational leadership with different aspects. In this study researcher will find out that how transformational leadership influence team performance and which kind of elements help them to persuade team performance, such as cognitive trust and collective efficacy contribute their part between transformational leadership and team performance respectively. After completing the study, the researcher will reach on that point where they conclude that their subsequent proposing hypothesis has accepted or rejected.

Scope of Research:

In a contemporary world, MNC's and also domestic organizations both are hungry to improve their productivity, they both are trying to enhance their team efficiency and effectiveness in a progressive manner with different cultivation methods, such as arranging training and development programs, acquiring new technology, adopt multi-dimensional environment and etc. So this research will help out which organizations those are trying to enhance their productivity by improving their team performance. Initially this study has conducting on pharmaceutical industry of Karachi – Pakistan; also this research will help out other sectors of Pakistan, especially this will highly influence on service sector. Also this research will help out to the management science's students who want to explore transformational leadership with different aspects; moreover, they will use this research as base paper.

Literature Review

Definition & Explanation of Constructs:

High Performance Workforce System:

As suggested by (Jiang, Lipek, Hu, & Baer, 2012) high performance workforce system is a system which include multiple strategic HR practices such as; job design, staffing, training, incentive pay, performance appraisal, information sharing, also enhance the motivation and behavior of team member through providing better work environment. High performance workforce system (HPWS) is

refers to that system which is particularly created for maximizing the organizational performance at individual level and as well as team level. Employee performance and their engagement are grown through HPWS to accomplishment of the organizational goals. HPWS is made for inculcate endeavors to the employees, utilization of full capacity and enhance their skills towards the organizational perspectives. It's mainly focus on organizing, governance, and leadership and upcoming action plan of the organization (Dr Vicki & Lesley, 2009). According to the (Professor Stephen, et al., 2013), HPWS are divided into three elements such as Employee engagement, Talents attainment and Motivational applies; these group are carry forward further HPW practices. HPWS helps to managers to provide the clear direction to their subordinates, also it is engage to the employees towards problem solving and given the tasks according to their employee's capability, which is minimal the chances of the errors during team works (Eileen, Thomas, Peter, & Arne, 2000).(Jeffrey, 1998) Suggest that organization could minimize their administrative expenditures with the help of HPWS by reducing the management levels of hierarchy, also endowing the employees throughout the functions. HPWS is cohesive arrangement of collectively HR practices and firm approaches, which covered by inside and outside constants such as; (recruiting, selecting, organizing, providing structure of the organization and joint collaboration with individual and organizational level (John & Jason, 2001). Moreover (Brain & Mark, 1998) discussed that in terms of financial concerns HPWS is the paramount future investment towards the employees' development regarding their skills and code of actions which they serve to the organizational objectives.

Transformational Leadership:

(Alice & Linda, 2003) Says that transformational leadership (TFL) examines that broader way of thinking and provide the wider solution with the influencing of their subordinates. Transformational leadership is a compelling attitude of the employee which performs their duties as a manager or head. It is an approach of encourage the employee towards their performances and provided the inspired way to accomplished tasks with efficient and effective manner (Vanessa, 1994). (Mostafa & Micheal, 2017), explore the concept of transformational leadership by incorporate the human resource, they claim that transformational leadership helps to build the strong relationship between employees and organization by enhancing psychological ownership towards the organizational goals. Also it is providing the charismatic approach to make and retained the dedicated new talent in the organization. In the contemporary world, organizations need innovative and charismatic leaders to lead them; also organizations expand globally with competency and competitive advantage by transformational leadership, because new talents consider decentralized organizational structure, and these kind of working environment which would allow to empowerment to the employees and recognition on decision making within the organization. Transformational leadership based on these dimensions; such as idealized influence, inspiration motivation, intellectual stimulation& individual consideration. (Bass & Avolio, 1994) Examine that the teammates or followers could think in new dimensions through transformational leadership, because TFL empower to followers to do work according to the company's objectives. Also we can retain and develop capability and compatibility in employees towards the maximum level of accomplishment of organizational goals. As compare to transactional leadership, TFL

has a distinctive competence to accomplish the task in a maximum utilization manner (Bass B. M., 1997).

Team Performance:

Team performance is referring to jointly determinations or results of any process which would perform collectively in a group manner (Guzzo & Shea, 1992). As suggested by (Shelley, Francis, Leanne, & William, 2004) team performance is associated with self-reliance oriented process which is depends on standard interpersonal communication, conflict management, and cohesive relation in work process. According to (Hoegl & Gemuenden, 2001) team performance is an outcome of that process which we use for accomplishment our pre-defined goals with the effective cost and less time. As suggested by (Jung & Avolio, 2000) we can evaluate the team performance by measuring the three segregated area and outcome will get in such elements, quality of results, quantity of results and satisfaction after accomplishment.

Collective Efficacy:

Collective efficacy is referring to “a group’s shared belief in its conjoint capabilities to organize and execute courses of action required producing given levels of attainment” (Bandura A., 1997). Collective efficacy is refers to create thinking regarding collective productivity instead of individual productivity in individual’s mind (Kozub & McDollen, 2000). (Bandura A., 1986) As compare to self-efficacy, collective efficacy plays a prime role towards achieving organizational goals. Collective efficacy is more encourage to a team members regarding to perform as a joint attacker on their rivalry. For collective productivity leaders need to established effective team because collective efficacy is drive from team efficiency and effectiveness (Walumbwa, Wang, Lawler, & Shi, 2004).

Trust among Team Members:

Trust among team members which mean an individual team member relying on other team members (McKnight, Cummings, & Cherany, 1998). Trust is a paramount factor of individual perception regarding to encourage accomplish their goals in a team manner. Organizational objectives can be achieved more effectively and efficiently by the maximum level of trust among the team members (Kramer, Brewer, & Hanna, 1996). As suggested by (Dirks & Skarlicki, 2004) trust in team leaders and trust among team members are the two dimensions of cognitive trust. Team members could perform in collaborative and effective manner by creating the hardcore trust among team members, when a team member works with collaboration so team members would focus on jointly determinants to task accomplishment (Akgun, Keskin, Bryne, & Imamoglu, 2007).

Trust in Team Leaders:

Trust in team leader is the second dimension of cognitive trust, which means the entire team

has strong relation to team leader, and they all are feel free to work in his leadership. As suggested by (Dirks & Skarlicki, 2004) team leader could not impose or enforce to team members to make trust on their leader, but leader can put their efforts to build the trust on him, he could provide friendly environment, recognition in decision making, concentration on their concern suggestion and etc. (Schaubroeck, Lam, & Peng, 2011) suggest that leader could increase the team potential by providing complete clear outline regarding task accomplishment, because this concern builds the perception in team member's mind that we are trustworthy of our leader. Trust in team leader can be enhance by leader's distinctive competency, which shown in team arrangements and conflict handling in the initial to project (Guzzo, Yost, Campbell, & Shea, 1993).

Relationship between Constructs:

High Performance Workforce System and Team Performance:

Team performance could enhance by retaining team's distinctive proficiencies through obtaining the high performance workforce system in the organization (Boxall & Purcell, 2008). HPWS encourage to team performance to more focus towards the organizational goals (Jackson, Schuler, & Jiang, 2014). Moreover (Jackson, 2013) Suggest that favorable team performance can be achieved in different levels in the organization through the HPWS. According to pervious contextual of HPWS and team performance we are proposing this subsequent hypothesis.

Hypothesis1: High performance workforce system has a positive direct effect on team performance.

High Performance Workforce System and Transformational Leadership:

As suggested by (Wang, Oh, Courtright, & Collbert, 2011) team performance consider as influenced by transformational leadership, when it is working under the high performance workforce system. (Day, Fleenor, Atwater, Sturm, & Mckee, 2014) Suggest that TFL is paramount element of organization which has directly associated to the HPWS, HR practices and team performance. Managers are selected by heir competencies regarding enhancing TFL with the foster of organizational HPWS. Moreover, HR practices such as training and development programs enhance the manager's competencies regarding developing the TFL (Han, Liao, Taylor, & Kim, 2018). Furthermore (Rynes & Gerhart, 2005) suggest that betterment inducement and recognized employee's performance enhance motivation level of employee. This HR practice would collaborate with the individual consideration (dimension of TFL) to encourage the employees towards their goals. Based on recent contextual evidence of HPWS, TFL and team performance we are proposing this subsequent hypothesis.

Hypothesis2: High performance workforce system has a positive direct effect on transformational leadership.

Hypothesis3: High performance workforce system has a positive indirect effect on team performance with a mediating effect of transformational leadership.

Transformational Leadership and Team Performance:

If we talk about transformational leadership and team performance so we have multiple previous researches which shown that transformational leadership and team performance are directly associated with each other. This statement has made by theoretical evidence of some researches such as (Avolio & Yammarino, 2002), (Bass B. M., 1997), (Bass & Avolio, 1994). As suggested by (Dionne, Yammarino, Atwater, & Spangler, 2004) team performance would be enhance by adopting transformational leadership with reduction of multifaceted of dimensions of TFL such as idealized influence, individual consideration, inspiration motivation and intellectual stimulation. According to pervious contextual of Transformational leadership and team performance we are proposing this subsequent hypothesis.

Hypothesis4: Transformational leadership has a positive direct effect on team performance.

Transformational Leadership and collective efficacy:

As suggested by (Demir, 2008) transformational leadership has indirectly associated with collective efficacy with the moderating effect of collaborative culture and self-efficacy, also they are directly associated with each other. Collective efficacy could be creating by TFL, which will work by defining complete vision and mission, this step will courage the team members towards similar objectives. When team members focus on similar goals so the performance and productivity would be collectively (Jung & Avolio, 2000). Moreover (Shamir, House, & Arthur, 1993) suggest that empowerment of the team members will maximize the collective efficacy because team has taken their decisions by their own opinion, as a result they all team members are responsible for any conduct, this action will focus on collective efficacy towards the team performance instead of self-efficacy. As bases of pervious context regarding transformational leadership and collective efficacy we are proposing this subsequent hypothesis.

Hypothesis5: Transformational leadership has a positive direct effect on collective efficacy.

Transformational Leadership and cognitive trust in the team Leaders:

With the help of cognitive trust in team leaders we can enhance the capacity of achieving our objectives by using the sharing and collaborative environment, also collaborative culture enhances the trust in team leader which ultimately produce in a collective manner (Jung & Avolio, 2000). Moreover (Kanawattanachai & Yoo, 2007) & (McAllister, 1995) suggest that perception of cognitive trust regarding team leaders among team members would build when leaders use transformational leadership attitude towards their team. According to pervious contextual of transformational leadership, collective efficacy and with the mediating effects of cognitive trust in the team leaders, we are proposing this subsequent hypothesis.

Hypothesis6: Transformational leadership has a positive indirect effect on collective efficacy with a mediating effect of cognitive trust in team leaders.

Transformational Leadership and cognitive trust among team members:

Trust is a paramount factor among team members and their leaders. How much trust is important to accomplish the task in a collective manner, (Kramer, Brewer, & Hanna, 1996) described that without trust between leaders and team members as well as trust among team members you couldn't produce or getting desired results in a maximum utilization of their team towards their goals. According to the (Hoyt & Blascovich, 2003) it is confirmed that trust among team members, collective efficacy and transformational leadership are incorporated with each other. Furthermore, as suggested by (Sosik, Avolio, & Kahai, 1997) creating of cognitive trust among team members by providing the authority or empowerment to take decisions and providing ease in their operations with the using of transformational leadership, it will ultimately encourage and push up the collective efficacy towards common goals. As bases of pervious context regarding transformational leadership and collective efficacy with the mediating effects of cognitive trust among team members we are proposing this subsequent hypothesis.

Hypothesis7: Transformational leadership has a positive indirect effect on collective efficacy with a mediating effect of cognitive trust among team members.

Collective efficacy and Team Performance:

As suggested by (Jung & Sosik, 2002) through transformational leadership the team performance and collective efficacy are directly associated with each other. Moreover (Walumbwa, Wang, Lawler, & Shi, 2004) suggested that it is confirmed that collective efficacy plays a mediating role between transformational leadership and team performance. As a bases of pervious context regarding collective efficacy and team performance with the association of transformational leadership we are proposing this subsequent hypothesis.

Hypothesis8: Collective efficacy has a positive direct effect on team performance.

Research Method

This research is based on the systematic manner that how researcher will manage this research. As above literature have shown the chief elements and highlight the conditions of these variables with the movement of dimension throughout the research. Some of the aspects of methodologies are quiet limited because of sample size, time duration and other confidential aspects.

Method of Data collection:

Our main data were collect from various samples from different companies in pharmaceutical sector of Karachi. This research is mainly focus on the team performance with respect to the high performance workforce system so it is necessary that company must have high performing workforce system in their organization, usually in Pakistan, multinational organization have high performing working system, so researchers collect data from various famous multinational organization. First researchers collect the information about teams from the HR manager how many teams are active in,

after getting information researcher's selected team randomly and distribute the questionnaires among respondent. Researchers individually go to each respondent to solve their quires regarding to questionnaire.

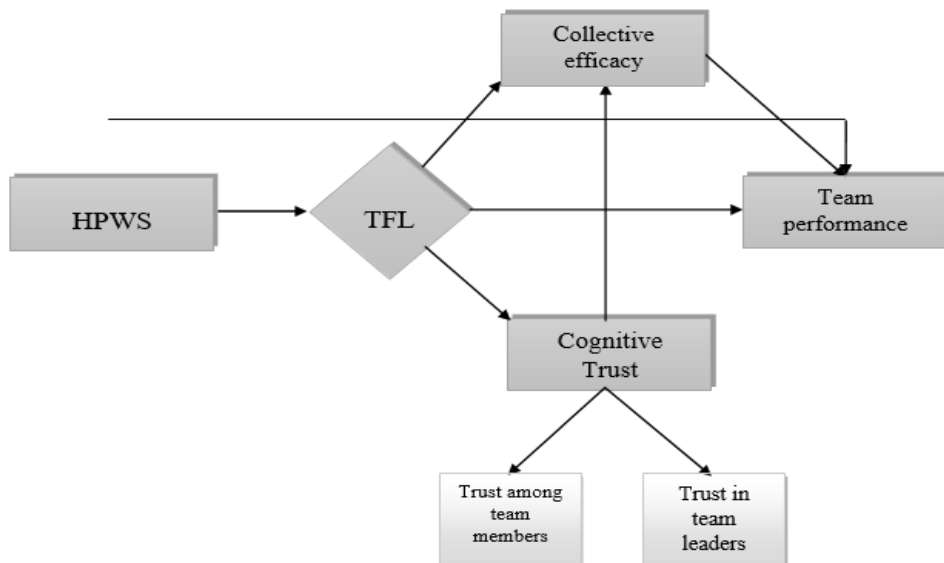
Sampling:

Our study investigates the impact of different aspects on team performance so therefore, the targeted population of this study is the employees of multinational organization who works as in a form of team and they have a group leader who leads entire team. Researchers are trying to fill 300-400 questionnaires from the target population. But due to some limitation and restriction of the multinational organization disagree to given response from specific departments so, researcher could not complete the target and they collected from 200 to 230 responses. Therefore, a researcher has decided to develop a close ended questionnaire that will be estimate quantitative responses of the respondent. The questionnaire is consisting of two part, the first part is demographic and personal information regarding to age, gender, household income, qualification, and contact if needed. Moreover, the second part of the questionnaire is the grading scales which consist on strongly agree, Agree, Neutral, Disagree, strongly disagree. The reason behind of choose close ended questionnaires because it's maintaining consistency among the response and remove the factor of biasness.

Methods of Sampling:

The non-systematic approach for the calculation of the results in this research will be most probably the favorable work. That can make the judgments or predictions of these variables' effects on the employee behavior.

Theoretical Framework:



Results and analysis

Following results are shown as blow.

Table no 1: Construct Reliability and Validity

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
CE	0.889	0.899	0.923	0.750
CT	0.763	0.844	0.849	0.556
HPWS	0.880	0.885	0.917	0.736
TATM	0.814	0.883	0.876	0.643
TITL	0.845	0.862	0.898	0.689
TL	0.892	0.904	0.925	0.756
TP	0.927	0.928	0.948	0.821

As suggested by ((Wallen & Franenkel, 1996) the values of Cronbach's Alpha are accepted if rely in between 0.7 to 0.99. As above table shown that the value of Collective Efficacy, Cognitive trust, High Performing work force system, Trust among team members, Trust in team leader, Transformational leadership and Team Performance have 0.889, 0.763, 0.880, 0.814, 0.845, 0.892, 0.927 respectively, so therefore all of these value are accepted under the given reference. Furthermore, the value of rho_A which are above 0.7 as suggested by ((Rothbard & Edwards, 2011)). Moreover, ((Hall, 2010)) suggested that the value of Average Variance Extracted (AVE) must be exceeded than 0.5. Whereas the above table shown the values of (AVE) are beat the value of 0.5.

	CE	CT	HPWS	TATM	TITL	TL	TP
CE1	0.825	0.045	0.106	0.033	0.046	0.034	0.256
CE2	0.874	-0.029	0.129	0.055	-0.031	0.028	0.356
CE3	0.889	0.058	0.073	0.047	0.061	0.038	0.315
CE4	0.874	0.077	0.163	0.041	0.078	0.114	0.334
HPWS1	0.105	0.041	0.841	-0.027	0.036	0.574	0.448
HPWS2	0.143	-0.067	0.914	-0.074	-0.068	0.584	0.460
HPWS3	0.092	-0.065	0.863	0.024	-0.077	0.502	0.454
HPWS4	0.134	-0.074	0.810	-0.046	-0.076	0.448	0.425
TATM1	0.142	0.114	-0.057	0.612	0.060	-0.017	0.130
TATM2	-0.006	0.251	0.035	0.887	0.134	0.061	-0.041
TATM2	-0.006	0.251	0.035	0.887	0.134	0.061	-0.041
TATM3	0.016	0.157	-0.061	0.807	0.084	0.060	0.012
TATM4	0.063	0.240	-0.064	0.871	0.167	0.033	-0.013
TITL1	-0.161	0.667	-0.077	0.148	0.665	-0.002	-0.221
TITL1	-0.161	0.667	-0.077	0.148	0.665	-0.002	-0.221

TITL2	0.059	0.901	-0.048	0.115	0.912	-0.103	-0.202
TITL2	0.059	0.901	-0.048	0.115	0.912	-0.103	-0.202
TITL3	0.129	0.856	-0.022	0.092	0.866	-0.077	-0.151
TITL3	0.129	0.856	-0.022	0.092	0.866	-0.077	-0.151

Discernment Validity: Table no 2: Cross Loading.

TITL4	0.074	0.855	-0.033	0.149	0.857	-0.057	-0.136
TITL4	0.074	0.855	-0.033	0.149	0.857	-0.057	-0.136
TL1	0.018	0.003	0.625	-0.006	0.000	0.871	0.460
TL2	0.046	-0.048	0.577	0.067	-0.057	0.927	0.456
TL3	0.110	-0.126	0.489	0.013	-0.131	0.858	0.407
TL4	0.056	-0.079	0.429	0.109	-0.095	0.818	0.364
TP1	0.289	-0.203	0.477	0.046	-0.211	0.438	0.895
TP2	0.341	-0.218	0.441	0.035	-0.222	0.414	0.924
TP3	0.361	-0.156	0.461	0.014	-0.153	0.461	0.926
TP4	0.339	-0.186	0.507	-0.071	-0.177	0.455	0.879

	CE	CT	HPWS	TATM	TITL	TL	TP
CE	0.866						
CT	0.042	0.746					
HPWS	0.138	-0.046	0.858				
TATM	0.051	0.252	-0.036	0.802			
TITL	0.044	0.993	-0.052	0.149	0.830		
TL	0.064	-0.067	0.618	0.049	-0.076	0.869	
TP	0.368	-0.210	0.521	0.005	-0.210	0.489	0.906

Table no 3: Fornell-Larcker Criterion.

Discernment Validity is calculated by Cross loading and Fornell-larcker criterion. As suggested by author (Hair & Sarstedt, 2014) that all the values of square roots should be superior to the coefficient of construct. As above table displayed the crosswise indicator that square root of the AVE is the superior to the coefficient, which defined that the data is discriminately valid as recommended by (Hair & Sarstedt, 2011) in Fornell - Lacker criterion. Furthermore, the cross loading value have to greater than the other loading and it should by greater than 0.70 as above results shown that each value in crosswise is greater than in its own Colum as recommended by (Hair, Ringle, & Sarstedt, 2011).

Coefficient of correlation:

Table: 4 R Square.

	R Square	R Square Adjusted
CE	0.006	-0.004
CT	0.005	0.000
TATM	0.063	0.059
TITL	0.986	0.986
TL	0.382	0.379
TP	0.409	0.400

As above table shown that the value of R square that explained the influence of variable with like, Collective Efficacy is defining the 0.006, Cognitive trust explains 0.005, Trust among team members explains 0.063, Trust in team leader explains 0.986, and Transformational leadership explains 0.382 and Team Performance explaining 0.490 of data. As suggested by (Falk & Miller, 1992) the values of R square have to be 0.1. So therefore, there is significant results.

4.4 Collinearity statistics:

Table 5: outer value:

	VIF
CE1	2.268
CE2	2.588
CE3	2.980
CE4	2.657
HPWS1	2.504
HPWS2	3.409
HPWS3	2.419
HPWS4	2.226
TATM1	1.306
TATM2	2.126
TATM2	1.038
TATM3	1.929
TATM4	2.032
TITL1	1.386
TITL1	1.410
TITL2	3.032
TITL2	3.045
TITL3	2.399
TITL3	2.400
TITL4	2.354
TITL4	2.384

TL1	2.838
TL2	3.973
TL3	2.378
TL4	2.335
TP1	3.537
TP2	4.252
TP3	3.894
TP4	2.769

There is no issue in the above results because researchers found the positive results in collinearity all the results should be above 1.0 as recommended by (Barret, 1972). As above table displayed that all the value are above 1.0 so therefore all are acceptable.

Bootstrapping results:

Path coefficients:

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
CE -> TP	0.308	0.309	0.051	6.089	0.000
CT -> CE	0.047	0.045	0.077	0.613	0.540
CT -> TATM	0.252	0.276	0.099	2.553	0.011
CT -> TITL	0.993	0.991	0.005	8.241	0.000
HPWS -> TL	0.618	0.619	0.051	2.175	0.000
HPWS -> TP	0.305	0.301	0.065	4.669	0.000
TL -> CE	0.067	0.071	0.074	0.905	0.366
TL -> CT	-0.067	-0.070	0.072	0.942	0.347
TL -> TP	0.280	0.282	0.063	4.429	0.000

As above table shown that Team Performance have (t-6.089, p value=0.000 <0.05), Trust in team leader have (t-8.241, p value=0.000 <0.05), Team leader have (t-2.175, p value=0.000 <0.05), Team Performance have (t-4.669, p value=0.000 <0.05) with related with high Performance work force system team performance (t-4.429, p value=0.000 <0.05), , therefore researcher fail to reject null hypothesis. On the other hand, Collective Efficacy have (t-0.613, p value=0.540<0.05), Trust among team members have (t-2.553 , p value=0.011 <0.05), Collective efficacy with respect to Team leader (t-0.905 , p value=0.366 <0.05) and Cognitive trust have (t-0.942, p value=0.347 <0.05), as results all of these values are greater than 0.0000 so therefore researcher have alternative hypothesis, as recommend by (Cozen, 2011) P-value is significant if it is less than is equal to 0.005.

Indirect effects:

	Specific Indirect Effects
TL -> CT -> CE	-0.003
HPWS -> TL -> CT -> CE	-0.002
HPWS -> TL -> CE	0.041
HPWS -> TL -> CT	-0.042
TL -> CT -> TATM	-0.017
HPWS -> TL -> CT -> TATM	-0.010
TL -> CT -> TITL	-0.067
HPWS -> TL -> CT -> TITL	-0.041
CT -> CE -> TP	0.014
TL -> CT -> CE -> TP	-0.001
HPWS -> TL -> CT -> CE -> TP	-0.001
TL -> CE -> TP	0.021
HPWS -> TL -> CE -> TP	0.013
HPWS -> TL -> TP	0.173

As the above table shown the results that, the relation among the transformational leadership TL, collective efficacy CE and team performance TP have (0.021) which is significant positive results as same as HPWS, TL,CE and TP have 0.013,HPWS ,TL,CE have 0.041, CT, CE and TP have 0.014 and HPWS ,TL and TP also shown the 0.173 which is also shown the significant positive results Moreover other indirect relations shown the significant but negative indirect relation among the all remaining variable indirect relation.

Discussion

According to study the researcher have found that transformational leaders are influential, who influence follower to achieve the extraordinary results, transformational leadership is the procedure to build up their own leadership capacity (M, Bass, & Ronald, 2006). HR practices in organizational circle in the relative example of Transformational leadership. However, Transformational leadership is fundamentally shows the definite leadership behaviors. (Bernard & Ronald, 2006). Moreover, the researcher has investigated the positive effects of transformational leadership on team performance (Wang G., Oh, Courtright, & Colbert, 2011).

Furthermore, the method of strategically HWPS, team managers of TFL can be highlighted the HWPS; performance effectiveness is the strongest evidence of HWPS (Wang G., Oh, Courtright, & Colbert, 2011). The initial stage of past study to recognized the organization's HPWS worked as innovative factors which affected the TFL team managers (Joo, Hui, M., & Seongsu, 2018). There is strongest but positive relationship between trust in the supervision and supervision's transformational leadership perception (Casimir, Waldman, Bartran, & Yang, 2006); (Jung & Avolio, 2000). Moreover, the researcher has also found the role of trust as a mediator in between the transformational leadership and team performance. (Schaubroeck, Lam, & Peng, 2011). Whereas he

researcher (Dionne, Yammarino, Atwater, & Spangler, 2004) suggest that team performance would be enhanced by adopting transformational leadership with reduction of multifaceted dimensions of TFL such as idealized influence, individual consideration, inspiration motivation and intellectual stimulation. Furthermore, the researcher found that collective efficacy is more encouraged in a team members regarding to perform as a joint attacker on their rivalry (Bandura A., 1986). Currently as suggested by (Jung & Sosik, 2002) through transformational leadership the team performance and collective efficacy are directly associated with each other.

Conclusion & Recommendation

According to the results of the study, all hypotheses have been accepted. In pharmaceutical industry, team performance has directly influenced by HPWS. By (SHRM) practices such as performance appraisal, decentralized work environment, recognition of employees and etc. will enhance team performance. In organization those use HPWS where transformational leadership plays a vital role to implementation of (SHRM) practices, cognitive trust helps to managers for promoting the team work and collective outcomes. Cognitive trust among team members and team leaders fill the gap between us and break obstacles which will occur during task accomplishment. It has been proved that HPWS is an accumulative factor of success of the organization. Also it has proved that managers should adopt transformational leadership behavior so they will achieve all the targets and beat every structured and unstructured problem in a more effectively and efficiently.

Limitation & Future Dimension

The research limitation is describing as the researcher has faced various difficulties to collection of data such as; researcher couldn't keep aggressive interference for data collection due to inaccessibility in organization. The sample size of the population is not wide because this study has conducted on non-contrived environment so researcher has faced complexity due to time constraints. The research can move further as to take more variables such as collective culture, organizational orientation. Also enhance the sample size of the population will give better results itself. This research is applicable on other different industries of Pakistan such as; (Textile, shipping, and banking).

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