



Effectiveness of Leadership Behaviors in High Power Distance Communities: A Study of Large Scale Enterprises

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Abstract

Globally 15% of employees are engaged in their job, two-thirds are not engaged, and 18% are actively disengaged. Employee disengagement costs employers from \$450 billion to \$550 billion every year. The fundamental reason behind employees' disengagement is ineffective leader's behaviors. Organizations in Pakistan have been facing the issues of employee disengagement, leading to the high cost of disengagement and business failures. The purpose of this research is to explore the factors involved in the leader's behavior that can engage employees of a large-scale enterprise. 25 business leaders (CEOs, MDs and COOs) were selected from Karachi and were interviewed semi-structurally through purposive sampling. Based on the grounded theory, the data was analyzed qualitatively. This study identified several behavioral constructs such as *Character, Competence, Passion, Purpose, Wisdom, Engagement, and Effectiveness* ensuring a leader's effectiveness in cultures with high power distance. The results of this study suggest that employees can be engaged using effective leadership behaviors which can lead to outstanding performance and increased growth of an organization. Future studies can consider a more heterogeneous sample of CEOs across Pakistan to increase generalizability. Besides, a more diversified sample across Asia with the countries sharing specific characteristics such as high power distance and religiosity can also be taken into account for future research.

Keywords: *Employee Engagement, Leadership behaviors, High-power distance, Culture*

Introduction

There are only 15% of employees worldwide who are engaged in their job, two-thirds are not engaged, and 18% are actively disengaged (SHRM, 2016). Employee disengagement costs employers from \$450 billion to \$550 billion every year (Gallup, 2017). The fundamental reason behind employees' disengagement is ineffective leader's behaviors (Bakker & Albrecht, 2018; W. Chan Kim & Mauborgne, 2014; Loh & Mohd Yusof, 2018). Leaders' behavior has been extensively covered in the literature concerning employee engagement (Hendriks, Burger, Rijsenbilt, Pleeging, & Commandeur, 2020; Zheng, Wu, Xie, & Li, 2019). However, there is a dearth of research on leadership behaviors and employee

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engagement (Rao, 2017). Leadership behaviors and practices are culturally contingent (Zheng et al., 2019). The GLOBE research program showed that leaders' behavior for engagement varies across cultures (Teagarden, 2011). There are inconsistencies in the local and international context related to leadership behaviors (Donia, Johns, & Raja, 2016; van Knippenberg & Sitkin, 2013).

GLOBE (2020) has published statistics that Pakistan's organizational culture is different in several aspects. Pakistan is high in power-distance and group collectivism and low in gender egalitarianism, uncertainty avoidance, assertiveness, and average humane orientation (Nadeem & Sully De Luque, 2020). In Pakistani culture, organizations have been facing issues to explore and respond to employee disengagement, especially concerning the different leadership behaviors and styles (Amin, Tatlah, & Islam, 2018; Arslan & Roudaki, 2019; Azeem, Bajwa, Shahzad, & Aslam, 2020; Shaikh & Akaraborworn, 2017). Consequences of disengagement of employees lead to dissatisfaction (Azeem et al., 2020), low organizational commitment (Shaikh & Zahid, 2016), employees' perceived lack of empowerment (Amin et al., 2018). Hence, employee engagement seems to be an issue and significant factor for organizations in Pakistan (Ahmed & Ansari, 2020; Arslan & Roudaki, 2019; Minhaj, Jamil, & Hadi, 2015). However, it is uncertain what leadership behaviors can enhance employee engagement and reduce the high cost of disengagement.

Employee engagement is the state of connection where a person is engaged on a long term to an organization regardless of additional benefits (Saks & Gruman, 2014). It is a state where an employee is satisfied with the job and is engaged in the work cognitively, physically, and affectionately (Book, Gatling, & Kim, 2019). Individuals who are physically, emotionally, and cognitively engaged have low absenteeism and high work engagement than those who are not engaged (James K Harter, Schmidt, Agrawal, Plowman, & Blue, 2016). 77% of companies prioritizing employee engagement have witnessed its direct and significant impact on customer satisfaction. On the contrary, the disengagement costs can increase due to a higher turnover rate (James K Harter et al., 2016). The companies with highly engaged people showed 17% higher productivity, 59% lower turnover, 41% lower absenteeism, and 21% higher profitability (Gallup, 2017). Leaders' behaviors are the key elements through which an employee can be engaged (Oehler & Adair, 2019)

The relationship between employee engagement and leadership behaviors is varied across cultures (Nikolova, Schaufeli, & Notelaers, 2019). It is evident in different national cultures that moderating leadership behaviors have a significant effect. The leader's behaviors and engagement are more potent in countries where future orientation is high (P. Li, Sun, Taris, Xing, & Peeters, 2020). Therefore, based on the literature review, this study identifies that employees in organizations are disengaged, less productive, and dissatisfied due to ineffective leadership behaviors that are causing huge financial losses to the organization.

Research Question

The literature does not give clear directions about the factors related to engagement and leadership behavior, and hence the issue remains unanswered, what factors make an engaging leader. Although the literature suggests a significant relationship between employee engagement and leadership style, several other factors such as ineffective leadership behaviors, practices, activities, aggressive style, non-conducive culture have not been explored and analyzed in the context of employee engagement considering the leader's feedback. Based on the review of literature, the following research question is raised in this study:



RQ: What are the factors involved in the leader's behavior that can engage an employee of a large-scale enterprise in the local context?

When leaders demonstrate ineffective behaviors (Inceoglu, Thomas, Chu, Plans, & Gerbasi, 2018), it leads to employee disengagement; however, factors of leadership behaviors that can increase employee engagement need further exploration (Ahmed & Ansari, 2020). Therefore, to explore the leadership behaviors, this study follows an exploratory research design to identify the factors of business leaders' engagement. This study aims to explore the phenomenon of engagement through the personal experience of business leaders of large-scale enterprises in the local context.

Therefore, the purpose of this study is twofold: (i) to explore what makes an engaging business leader, and (ii) to explore the factors of engagement through which business leaders can convert disengaged employees into engaged ones. Business leaders' practices create a significant impact on employee engagement and disengagement. The prime reason for an employee's engagement or disengagement comes directly from a leader's activities.

Literature Review

The countries which are enjoying higher living standards have mostly those companies in them which give top priority to the concept of employee engagement. In addition, the jobs in such companies not only provide the employees with financial security but also make them optimistic and positive (James K Harter et al., 2016). Modeling workplace cultures with the help of human capital to make employees getting more efficient and effective in their work is one of the significant responsibilities that must be carried out by a business leader (James K Harter et al., 2016)

Engagement is the harnessing of employees physically, cognitively, and emotionally during role performances (Kahn, 1990). Employee engagement is the feeling of contentment, gratification, and passion related to organizational work (Saks & Gruman, 2014). There is a positive association between increased efficiency, profit margins, and job satisfaction with employee engagement (James K Harter et al., 2016). Personal disengagement refers to disconnecting oneself from work roles; in disengagement, people detach themselves physically, cognitively, or emotionally during role performances (Saks & Gruman, 2011).

Individuals who are physically, emotionally, and cognitively engaged have low absenteeism and high work engagement as compared to those who are not engaged (James K Harter, Schmidt, Agrawal, Plowman, & Blue, 2016). Lower absenteeism, greater sales growth, higher-earning per employee, and increased returns on assets are directly related to higher levels of employee engagement (Gallup, 2017).

A decisive and significant factor in employee engagement that allows increasing both the workers' performance and profitability (Schaufeli, 2015). Leaders possess the ability to influence people around them and channelize their energy to get meaningful results and to meet strategic objectives along with dignity and virtue (Al-Hussami, Hammad, & Alsoleihat, 2018). These leaders are also appreciated for developing plans way ahead to tackle any sort of uncertainty (Reiche, Bird, Mendenhall, & Osland, 2017). What makes leaders is a complicated process that requires the individual to go through several significant professional, personal and social events or life stories (Behrendt, Matz, & Göritz, 2017)



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The aspiration for job growth and increased business productivity is dependent on business leaders' collaboration with employees (Carasco-Saul, Kim, & Kim, 2015). The unhealthy relationships with supervisors and team leaders lead to employees being dejected and resigning (Mahmood, Akhtar, Talat, Shuai, & Hyatt, 2019). On the contrary, strong and powerful relationships are built by talented leaders with their employees to boost their morale, confidence, and efficiency as such leaders take into account the ideas, innovation, and decisions taken by workers (Wirawan, Jufri, & Saman, 2020)

Transformational leaders have characteristics to inspire followers to begin working towards obtaining similar goals, aspirations, and higher mortality (Monje Amor, Abeal Vázquez, & Faña, 2020). Transformational leaders are effective in the workplace and bring value to change in an organization (Ree & Wiig, 2020). Using a transformational leadership framework, leaders can influence the actions of their employees, including engagement (Monje Amor et al., 2020). Transformational leaders effectively bring positive change into an organization (Cho, Shin, Billing, & Bhagat, 2019). Transformational leadership framework, when investigated with leadership strategies, engaged employees and increased productivity. Some researchers used the transformational leadership theory to understand how leadership strategies were valuable in reducing turnover in the workplace (Gyensare, Anku-Tsede, Sanda, & Okpoti, 2016). Hence, transformational leaders can influence the overall engagement of employees to increase productivity and meet or exceed expectations (Y. Y. Li et al., 2020). Business leaders' practices create a significant impact on employee engagement and disengagement. The prime reason for an employee's engagement or disengagement is based on the leader's activities (W. C. Kim & Mauborgne, 2014)

Methodology

This study employed a qualitative research design to explore leadership behavior in the Pakistani context. The qualitative research approach was used to identify the crucial factors involved in leadership behaviors and also led to the development of a comprehensive framework using the guidelines provided by grounded theory and its extension proposed by Miles and Huberman (Clark, 2007; Glaser & Strauss, 1967; Marmor-Lavie, 2010; Miles & Huberman, 1994b). The details of the methodology are described below.

Method: In-depth Interviews

An in-depth interview is the most direct method adopted to learn about the respondents' interpretations and perceptions. The objective of selecting the interview method was to ensure that the variation of leadership practices and behaviors among participants should emerge from the interviews' transcript (Clark, 2007; Greasley et al., 2005).

Participants Sampling

As this study is focused on the identification of effective leadership behaviors in the Pakistani context, it is a logical choice to select purposive sampling for data collection. The purposive sampling method is preferable while conducting qualitative research instead of a representative sampling (Hafeez & Rafique, 2013; Marmor-Lavie, 2010). The preferable time for the interview was selected early morning. If samples do not lead to new information, this is where saturation happens (Walker, 2012). The saturation for this study occurs at 25 interviews; therefore, the sample size for this study is 25 interviews from Pakistani business leaders across industries till the saturation point occurs. Diversity in the sample pool will provide reliable data collection.



The purposive sampling technique will be used to select participants who could offer in-depth insights and information-rich data about the phenomena under investigation (Jawale, 2012). Purposive sampling is also known as Expert Sampling (Wolf et al., 2016). Purposive sampling is highly subjective, and the researcher determines the qualifying criteria for each participant who is considered for the research study (Bloor & Wood, 2016). For this study following criteria is used to select the participants:

- Must be working as CEO or MD
- Have experience of 10 years working in senior management
- The growth rate of the organization is increasing

Research Protocol

Each leader was interviewed individually, and the interview session took about half an hour. A semi-structured questionnaire was used for conducting an in-depth interview. Then respondents were briefed with the concluding remarks. Overall, the entire interview session was comprised of four small parts that include the consent form signing, audio recording, respondents' interview, and finally the briefing of the research.

Results

Demographics

Respondents were working as Chief Executive Officer (CEO), Chief Operating Officers (COO), and Managing Directors (MD) in the large-scale organizations operating in Pakistan. These leaders have played an essential role in the progress of their organization. Leaders were managing the business operations and were playing a pivotal role in the decision-making process. The majority of the respondents belonged to the Age Group 40 years to 50 years. The income level of the majority of respondents was found to be more than two million PKR per month. The majority of the leaders were male.

Data Analysis

The analysis process involved the steps including the interview recording, preparing a summary sheet as suggested by Miles and Huberman (1994a), and writing an author's memo at the end of each interview (Glaser & Strauss, 1967). During the analysis process, memos were read and re-written to generate codes from the memos. The codes are created in a reduction process of the data, from the smallest details to the biggest generalizations, while reading the memos (Clark, 2007). Interview transcripts were analyzed as per the guidelines provided by Glaser and Strauss (1967). Coding and further analysis were done using the guidelines were from Miles and Huberman (1994a) and Strauss (1987).

After completion of the coding phase, cross-case analysis was conducted, in which the researcher had to read and re-read the transcripts, and constant comparison was required to yield more memos, followed by the emerging themes and examination of relevant categories to fit the data as suggested by Strauss (1987). Then, a major analytical memo was written, combining all previous memos with their emerging themes, this process of memo writing resembled the selective coding process. Finally, the data was once again reviewed and



scrutinized to develop final categories of some themes, as suggested by Miles and Huberman (1994a) and Strauss (1987).

After getting a thorough understanding of participants' responses using grounded theory, we have identified several behaviors that underlie the constructs. The major categories identified are *Character, Competence, Passion, Purpose, Wisdom, Engagement, and Effectiveness*. Table 1 depicts the categories and their relevant codes identified using the grounded theory approach. Table 1: Categories and Codes Identified using grounded theory approach

| Categories/Themes | Codes |
|-------------------|--|
| Character | Akhlaq, noble, virtues, motivation, involvement, humility, tolerance, trustworthiness, values, inspiration |
| Competence | Skills, potential, adaptability, strength & weakness, competence, team building |
| Passion | Dedication, Ignited, creative energy, search for excellence, desires |
| Purpose | Purpose of life, dreams, ambitions, work for a cause |
| Wisdom | Novelty, legacy, reasoning, foresight, adversity, positivity, failure |
| Engagement | Readiness, satisfaction, association with peers, value orientation, task orientation |

Purpose

During the coding process, the category of 'Purpose' has emerged as one of the important themes. From the business perspective, the purpose is the primary source of business achievement (George, 2018; Yemischigil, 2019) and leadership (Hendrikz & Engelbrecht, 2019; O'Connell & Gibbons, 2016). Often the purpose is not referred to make money, but it is referred to depict the aim of life that include: (i) making the world a better place to live (Aula & Heinonen, 2016), (ii) an inspirational reason (Hao, He, & Long, 2018), and (iii) making the life of all stakeholders better (Izzo & Vanderwielen, 2018). The purpose is the reason why any business exists (Robijn, Euwema, Schaufeli, & Deprez, 2020) and what contribution that business will make (DDI, 2018; "People on a Mission," 2016). During the analysis of interviews, it was identified that purpose plays a significant role in the life of a business leader. This significance of purpose is discussed by one of the participants as:

"Without a Purpose, how can I affect business and team members?" (Participant 3)

A similar statement was identified in the interview of participant no. 1, as he explained that employee engagement could be increased by demonstrating a compelling purpose to employees so that outstanding results can be achieved. When the team knows the compelling purpose, it works in the right direction and brings profound effect with high levels of employee satisfaction and engagement. This concept was discussed as: *"If you have a powerful purpose, you will get results easily"* (Participant 2). Explaining the leadership without purpose, participant no 3 stated: *"If there is no life-purpose, then there is no purpose-leadership"* (Participant 3). Based on these responses, the purpose has emerged as a significant theme of leadership behavior.

Passion

During the coding process, the category of 'Passion' has emerged as another important theme. Passion is often described as something that helps you achieve your purpose (Hao et al., 2018). From the business perspective, It is what you love to do and what you do with all



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your heart and soul (Murnieks, Cardon, Sudek, White, & Brooks, 2016). Passion is considered as a "fire of desire," which enables one to drive and achieve great things (Cardon, Wincent, Singh, & Drnovsek, 2009).

In the life of a leader, passion provides persistence (Cardon, Gregoire, Stevens, & Patel, 2013), emotional and positive connectivity (Breugst, Domurath, Patzelt, & Klaukien, 2012), and a strong tendency to invest time and energy to achieve something (Cardon, 2008). This concept was explained by participant no. 5 as:

"If a person isn't passionate himself, then how is he going to inspire others or motivate others? He has to be passionate about his objectives" (Participant 5)

This concept has also been acknowledged by participant no. 6 as when leaders' purpose is backed by the power of passions, and it results in getting the best from the people and achieving outstanding results. Participant 11 also emphasized that **"realizing the passion will help you in realizing your strength."** Similarly, participant no 9 explained that passion doesn't relate to chasing money. He suggests:

"Passion, strength, and honesty, are the three things being talked about right now. If I am passionate, my passion will take me to my strength. What I am trying to say is run after passion, strength, or anything except for money" (Participant 9).

Character

The category of 'Character' has emerged as a theme using the qualitative analysis referring to the character of a leader. Character is defined as "doing the right thing despite outside pressure to the contrary" (Sarros, Cooper, & Hartican, 2006). From the business perspective, it is the credibility of the leader (Zak & Knack, 2001), moral excellence (Barlow, Jordan, & Hendrix, 2003), and values & ethics (Elçi, Şener, Aksoy, & Alpkın, 2012). Participant 4 emphasized that the character of a person comprises morals, ethics, values, and beliefs. A similar opinion was expressed by another participant, as he stated:

"If the leader doesn't show values and it is not visible to his colleagues, and if they find that he has been paying lip service to sentiments and concepts of management, they would believe that he is only good for talking and not walking" (Participant 1)

Literature suggests that outstanding business performance is related to the character of a leader (Elçi et al., 2012; Madanchian, Hussein, Noordin, & Taherdoost, 2018; Zak, 2018; Zak & Knack, 2001). Participant 6 emphasized that leadership is about credibility, and there is no leadership without a strong character. He further states: ***"Character is doing what's right when nobody's looking."*** (Participant 6). Besides this, integrity, industriousness, empathy, loyalty, optimism, humility, fairness, and compassion are the other important elements of a leader's character at the workplace (De Braine & Verrier, 2007). These elements are already discussed in the literature, emphasizing the importance of character (De Braine & Verrier, 2007; Sarros et al., 2006). Literature suggests that 'values' are an integral part of the leader's character (Bishop, 2013; George, 2018). These values in a religious society are referred to as 'Akhlaq' (Izfarra & Hisyam, 2012). Participant 19 expressed that the height of a leader's character is based on his '*akhlaq*,' i.e. the demonstration of mannerisms, humility, tolerance, and give respect. Another participant states: ***"If you don't have akhlaq, you have no right to be the leader. You can't go forward."*** (Participant 9).

Competence



Competence as a theme has emerged during the coding process. Competence is the leadership skill that accord to superior performances (E. Boyatzis & Richard, 1982). The competence of the leader may comprise of different attributes such as intelligence, decisive, qualified, and hardworking (Garramone, Steele, & Pinkleton, 2013). A leader's competencies are based on his knowledge and skills that reflect the leader's effectiveness (Melo, Silva, & Parreira, 2014; Meyer, Hecht, Gill, & Toplonysky, 2010). Competencies of a leader may also include pattern recognition, emotional intelligence, and social intelligence. These competencies are the well-recognized business and people competencies (R. Boyatzis, 2011). When leaders can demonstrate their competencies, it results in winning followers' trust and accomplishing business results (Melo et al., 2014). Participant 13 emphasized that there is no leadership without accomplishments, he articulated that:

"A leader without delivering results is nothing! Leadership is about developing a mission and directing the team to attain that mission. If you can attract good people, you will be successful, and if you cannot retain talented people, you will never be successful" (Participant 13)

Competence referred to the leader's awareness of what needs to be done, but that does not mean that a leader should be able to do everything (Fischer, Dietz, & Antonakis, 2017). Sometimes leader's competency can lead to failure (Fischer et al., 2017) Great leaders are those who are aware where their strengths and weaknesses (Schimschal & Lomas, 2019), and choose their teams accordingly to increase the overall expertise of their team (Kozlowski, Mak, & Chao, 2016). Participant 21 expressed that the fundamental skill of a leader is the ability to set the right direction, then encouraging, pulling, and motivating the team towards that destination. Also, participant 24 articulated:

"Leaders are supposed to give the directions only, but the Board of Directors are also looking at the results, so as a leader you have to balance the results and the relationships" (Participant 24)

Wisdom

Another theme, 'Wisdom,' has emerged during the coding process. Wisdom is referred to as integrating cognitive, reflective, and affective personality traits (Clayton Vivian, 1980) and grasp human nature (Hershey & Farrell, 1997). Wisdom enables a leader to perform outstandingly (Bierly, Kessler, & Christensen, 2000). A leader can foresee the long and short-range consequences of actions and evaluate the choices (Ackoff, 1989). Participant 24 articulated:

"A great leader is always a wise leader. True wisdom lies in the ability to lead as well as follow" (Participant 24).

Wisdom is the experiential knowledge that enables people to make ethical decisions (Nonaka & Takeuchi, 2011). When leaders demonstrate wisdom, it results in persistent positive effects (Küpers & Pauleen, 2016). The cultural advancement of society is connected with wise leadership (McKenna & Rooney, 2019). Wise leadership is often displayed through influencing culture at the macro level, influencing society at the micro-level, influencing a family and younger generation (Yang, 2011). A similar concept was illustrated by one of the participants, he states:

"Leaders bring change. They are the game changers, brain changers, thought changers, revolutionaries, engines of the society" (Participant 19).

Hence, neglecting wisdom in leadership may lead to several negative consequences (Bennis, 2007). Wisdom enables leaders to be highly effective and ethical in an organization (Yang, 2011). Wise leadership demonstrates interpersonal characteristics, especially mistakes (Ardelt, 2004; Inyang, 2013). Therefore, this theme of 'Wisdom' is considered as an essential leadership behavior in this study.

Engagement

Since the focus of this study was to identify the leadership behaviors that can engage an employee, engagement has emerged as an important theme in this study. Employee engagement is referred to the individual's feeling of satisfaction and enthusiasm in work-related activities for the organization (Green & Green, 2019). It is the feeling of contentment, gratification, and passion related to organizational work (James K Harter et al., 2016). It is also considered as a state of connection where



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an employee is connected with an organization on a long term basis (J. K. Harter, Schmidt, Killham, & Agrawal, 2013). This long term association of an employee is explained by one of the participants as:

"If an individual feel that it is not the right organization and there is no growth in career, then even if you give him a luxury car, he won't be engaged" (participant 16).

When employees are engaged, lower absenteeism, greater sales growth, higher-earning per employee, and increased returns on assets are observed (J. K. Harter et al., 2013; Xu & Thomas, 2011). Employee engagement is positively correlated with productivity, satisfaction, and profitability (Kumar, Arasu, & Nagarajan, 2014; Oehler & Adair, 2019). The employees who are engaged in their work have an energetic, enjoyable, and effective connection with their work (Kahn, 1990; Y. Y. Li et al., 2020). One of the participants defined engagement as:

Engagement is how an employee gets satisfied from his organization and believes that the organization is concerned to develop him and to excel his career" (Participant 4).

Participant 2 emphasizes that employees' engagement is highly dependent on the leader's behaviors and practices. This observation is supported by the findings in existing literature (Arslan & Roudaki, 2019). Several participants emphasized the importance of engagement by expressing that employee engagement is directly related to demonstrating leaders' behaviors. They give the best performance if they are engaged. ***"The role of a leader is to set the direction, shared purpose and then engage his people"*** (participant 12). This finding is consistent with the previous literature (W. Chan Kim & Mauborgne, 2014). Hence, employee engagement in the context of leadership behavior has been identified as a significant theme in this study.

Conclusion

This study identified the leadership behaviors that can play an important role in engaging the employees in an organization. The results of this study suggest that an employee who can be engaged using effective leadership behavior can become more productive and can lead to outstanding performance and ultimately results in the increased performance growth of an organization (Book, Gatling, & Kim, 2019). Employee engagement is a primary element of an individual's work life, and it is centrally connected to a person's quality of life (Robijn et al., 2020). A leader's behavior engages the employees to achieve stability, meaning to live, and a sense of community and identity. The prime measure for development in any organization comes from its quality in human resources. Recruiting the right people for the right jobs always leads to the organization's sustainability (Huselid, 1995; Schmidt & Rader, 1999; Harter, Hayes, & Schmidt, 2004). Using the grounded theory approach, several behaviors of the leaders were identified that could engage the employees. The major categories representing the behaviors of the leaders identified are *Character, Competence, Passion, Purpose, Wisdom, and Engagement*. The behaviors identified in this study contribute theoretically to the context of different leadership behaviors.

This study enables business leaders to recognize the behaviors, which either engage or disengage their employees. Understanding these behaviors can have a huge impact on employee engagement, which ultimately results in business growth and profitability. The recognition of these behaviors can enable business leaders to convert disengaged employees into engaged ones and get their best performance.

Limitations & Future Research

This study was conducted in the Pakistani context through semi-structured interviews of the CEOs and MDs of large-scale enterprises situated in Karachi. Future studies can consider a more heterogeneous sample of CEOs across Pakistan to increase generalizability. In addition,



a more diversified sample across Asia with the countries sharing specific characteristics such as high power distance and religiosity can also be taken into account for future research. One of the limitations of this study was to avail time to interview CEOs. Since CEOs frequently travel and are involved in strategic decision-making, it was difficult to access them for interviews. Despite this constraint, saturation was attained through extensive efforts.

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