

**PERCEIVED LEADERSHIP STYLES AND EMPLOYEE
ENGAGEMENT: MODERATING ROLE OF PSYCHOLOGICAL
EMPOWERMENT. AN EMPIRICAL STUDY ON RETAIL STORE
EMPLOYEES IN PAKISTAN**



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No Part of this thesis has been submitted anywhere else for any other degree. This thesis is submitted to the Faculty of Business and Management Sciences, The Superior College, Lahore in partial fulfilment of the requirements for the degree of Doctor of Philosophy in field of Business Administration in Faculty of Business and Management Sciences at The Superior College, Lahore.

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DEDICATION

Words cannot express the gratitude and respect I have for my beloved father and dearly loved mother who helped me in my journey and who instilled in me the value of faith in Allah, self-belief, honesty, bravery, diligence, persistence and hard work. Both of them are blessed with compassion, vision, piety and wisdom. Without their boundless love, guidance, devotion, friendliness and wisdom, this accomplishment would not have been possible. Almighty Allah has blessed me with the best parents anyone would be lucky to have. I dedicate this dissertation entirely to them.

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Abstract

Retail is the third largest sector of Pakistan after agriculture and industry, contributing 18% of Gross Domestic Product (GDP). From the last few years, retail sector in Pakistan is witnessing exponential growth where local brands are expanding their foot prints and international brands are penetrating with larger scale. With these industry dynamics, it is very crucial for the organizational leaders to engage and retain right employees as it effects customer services, work environment and ultimately financial results of the business. This study investigated the relationship between perceived leadership style and employee engagement. The study also investigated the relationship between perceived leadership styles and behavioral outcomes of employee engagement. The study further investigated the moderating effect of psychological empowerment on the relationship between leadership styles and employee engagement.

Survey questionnaire was used to collect data from 429 employees working in retail organizations. For data analysis, researcher used statistical software SPSS 22 to conduct descriptive analysis, analysis of variance, correlation and reliability analysis and AMOS 24 to conduct normality, confirmatory factor analysis and structural equation modelling.

The findings of the study in the socio-cultural context of Pakistan concluded that classical leadership style is negatively associated with employee engagement. However, transactional leadership style, visionary leadership style, and organic leadership style have positive relationship with employee engagement. The research also concluded that there is an inverse relationship between classical leadership style and behavioral outcomes ‘say’, ‘stay’ and ‘strive’ of employee engagement. Also, there is positive

relationship between transactional leadership style, visionary leadership styles, organic leadership style and behavioral outcomes say, stay and strive of employee engagement.

The study further concluded that psychological empowerment does not moderate the relationship between classical leadership style and employee engagement. It is also elucidated that psychological empowerment does not moderate the relationship between transactional leadership style and employee engagement. However, psychological empowerment restrains the positive relationship between visionary leadership style and employee engagement. Also, psychological empowerment restrains the positive relationship between organic leadership style and employee engagement.

This study has theoretical as well as practical implications. This study is unique in Asian context; specially in the socio-cultural context of Pakistan. This study has significant contribution in retail sector as Pakistan has world's fastest growing retail sector. This study has contributed in the theory by broadening the known understanding of leader-member exchange theory in Asian context and in retail sector. This study has significant contribution for the industry practitioners as outcomes of this study are useful in leadership development strategies. This study has unique contribution as it has espoused Avery's leadership paradigm which is rarely investigated in relationship with employee engagement and behavioral outcomes of employee engagement.

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List of Acronyms

ADB	Asian Development Bank
AGFI	Adjusted Goodness-Of-Fit Index
ANOVA	Analysis of Variance
AVE	Average Variance Extracted
C&C	Cash and Carry
CFA	Confirmatory Factor Analysis
CFI	Comparative Fit Index
CLS	Classical Leadership Style
CMIN	Normed Chi-Square
COM	Competence
CPEC	China–Pakistan Economic Corridor
CR	Composite Reliability
CSD	Canteen Stores Department
EVA	Equal Variances Assumed
EVnA	Equal Variances Not Assumed
GDP	Gross Domestic Product
GFI	Goodness-of-Fit Index
HR	Human Resource
IES	Institute of Employment Studies

IMP	Impact
LMX	Leader–Member Exchange
LPC	Least Preferred Coworker
M	Meaning
NFI	Normed Fit Index
NNFI	Non-Normed Fit Index
OLS	Organic Leadership Style
PE	Psychological Empowerment
RMSEA	Root Mean Square Error of Approximation
SEM	Structural Equation Modeling
SD	Self-Determination
SRMR	Standardized Root Mean Square Residual
TLI	Tucker-Lewis Index
TLS	Transactional Leadership Style
USC	Utility Stores Corporation
VLS	Visionary Leadership Style

1 CHAPTER ONE: THE INTRODUCTION

This study examines the impact of leadership styles on employee engagement. Main driver of employee engagement is leadership, but not all leadership styles cultivate employee engagement (Okechukwu E Amah, 2018). Leader and follower relationship is important in organizational success (Yao, Woan, Li, & Ahmad, 2017). Employees having a high engagement level brings positivity to the place of work (Executive, 2007; Fred & Suzanne, 2002; Gibson, 2006). J.K. Harter, Schmidt, Killham, and Agarwal (2009) analyzed two hundred research contributions conducted in twenty-six countries on around one million employees in forty-four industries and found that organizations with engaged employees have more connected, linked and satisfied customers, generate improved margins for the business, bring in higher sales, have less stock shortages, and have a safe and healthy work environment.

In the era of financial crunch when businesses were having a downturn and suffering from lower profitability, organizations that had engaged employees were, even at that time, earning far better margins (Hewitt, 2015). Gallup (2012) estimated an assessed loss of more than three hundred billion dollars in the United States due to reduced employee productivity resulting from poor engagement at the workplace. In order to strengthen the facts, the assessed loss was calculated on the basis that employee engagement at the workplace was 20%. Pakistan has the ninth largest labor pool in the world with only 2% change in employee engagement score from 2013 to 2014 (Hewitt, 2015). Hence, employee engagement has become important in industry as well as in the country.

Having a connected, linked and committed workforce is a rising and serious concern for corporate leaders (Gatenby, Rees, Soane, & Truss, 2009). Robbins, Judge, Millett, and Boyle (2013) stated that employees are considered engaged if they find themselves involved at their workplace and content with their work. Snell (2009) reported that engaged workers work toward corporate goals and their performance exceeds their job description. An engaged workforce serves as a connection between corporate reputation and stakeholder worth, thus playing a part in making a company successful (Gallup, 2010; Lockwood, 2007). Pech and Slade (2006) stated that disengaged workers are less concerned with their job, are poor decision makers and their absenteeism rate is high. According to Ayers (2007), a disengaged workforce performs half of what it is paid for.

White (2008) proposed that the human resource (HR) consulting/training industry has the largest percentage of engaged workforce (i.e. 46% in the private sector). He further reported that government (i.e. the public sector) is the industry which has the smallest percentage of engaged workers, it is only 25%. According to de Mello e Souza Wildermuth and Pauken (2008b), finding out the circumstances which render some workers completely engaged while leaving the rest disengaged is a matter of importance to leaders.

Corace (2007) asserted that it is the leadership team that forms and fosters the culture within a company. Lockwood (2007) proposed that generating a bond between the workers and their company is the duty of the leaders. Leaders who comprehend and administer the workforce's expectations are crucial to the success of a workplace, is why an effectual relationship is indispensable (Bourgeois, 2006; McGuire, Todnem By, & Hutchings, 2007; Sexton, 2007). Leaders have a major role in ensuring the

engagement of a workforce (Mcbain, 2006; Wellins & Concelman, 2005). Trahan (2009) stated that it is vital to find and take maximum advantage of prospects for corporate leaders to engage the workforce.

The contents of Chapter 1 comprise the context of employee engagement, purpose statement, objective of the study, research questions, proposed conceptual model and significance of the research work. Also included are the development of the hypotheses, framework of the study, delimitations, definitions and scope of the study.

1.1 The Context of Employee Engagement

In this modern era and changing world, on one side customer needs and wants are glorified and on the other side a performance-driven culture in organizations is developing. In this dynamic scenario, keeping committed employees is becoming trickier and a greater challenge to every business (Masood, Dani, Burns, & Backhouse, 2006).

Patota, Schwartz, and Schwartz (2007) elaborated that the revolution in the job market constituted thousands of jobs in the retail sector. The diversity in approach toward a corporation, leaders and responsibilities is caused by variations in the work unit. Therefore, according to Welbourne (2007), leaders should communicate the way these approaches support corporate course of action and strategies. Organizations need employees who are ready to go an extra mile for the business (Okechukwu E Amah, 2018).

The demographics of workers at the workplace are getting more dynamic. For example, there are more than three varied age groups in the employment force at the same time;

hence, it is a challenge for organizations to keep every employee of all age groups committed and motivated as they have varied expectations. Dychtwald, Erickson, and Morison (2006) stated that there is a shortage of committed, motivated and skilled workers; hence, businesses must employ and keep young graduates. In such hard and fast times, businesses need to devise HR strategies and a key task should be to put in place engaged and productive workforce strategies.

Boddie, Contardo, and Childs (2007) put forward that in order to lure, employ, administer and retain workers, leaders must exercise a plan. Woodruffe (2006) explained that because money is not a motivating factor in every case, some non-financial benefits should also be provided to the workers by the leaders. McBain (2006) stated that workers require more fulfilment in terms of the balance between their job and life, which could be achieved by teaming up in the workplace and flexibility in working hours. Patota et al. (2007) further explained that if leaders want to keep their employees engaged, then they should be aware of what their employees want from the work environment.

According to Zigarmi, Nimon, Houson, Witt, and Diehl (2009), there are plenty of thoughts and ideas available to define and elaborate workforce engagement guidelines and principles. The professional group and the intellectual group have contrasting viewpoints regarding employee engagement. Catteuw, Flynn, and Vonderhorst (2007) believed that it is about worth, group effort and confidence in the organization. On the other hand, McBain (2007) explained that employee engagement relates to goal alignment. Furthermore, Wellins and Concelman (2005) maintained that it is the relationship between the corporation, the leader and the person. According to Little and

Little (2006), this diversity in views defining engagement causes ambiguity in deciding whether it is an approach or action and whether it occurs on an individual or collective level. Mastrangelo (2012) believed that the lack of an established definition leads to uncertainty in a company. He further affirmed that corporate leaders should look for some proof of employee engagement about return on investment.

There have been conflicting opinions regarding the circumstances that hinder engagement. Hindrances in the workplace lead to a decline in employee engagement; hindrances are conduct, policies and customs which create trouble for the workers and are challenging to the leaders (Gatenby et al., 2009; Lockwood, 2007; Schiemann, 2006). Leaders who fail to admire their workers, according to Branham (2005), who do not acknowledge them, and lack employees' feedback and guidance leads to disengagement. Branham (2005) agreed with Schiemann (2006) on the point that disengagement results in employees' loss of faith in their leaders. Masson, Royal, Agnew, and Fine (2008) stated that given the changing work environment, it is difficult for company leaders to stipulate functions and duties due to the variety in the grouping of jobs. Hindrance in engagement is also a result of circumstances where there is a disparity between employees' jobs and their expectations or where the workers have impractical aims (Schiemann, 2006). He further elaborated that a decrease in employee engagement could influence output, customer service as well as functioning.

Leaders are anxious about administering employee engagement levels within the corporation (O Neal & Gebauer, 2006). Leaders, according to (P. M. Sanchez, 2007), can carry out employee surveys as a yardstick for employee engagement by allotting time and funds. Slavkin and Lawrence (2007) proposed that leaders can convey the

findings of such surveys and take corrective measures as constructive action. Leaders who overlook these findings, which demonstrate different stages of engagement, become vulnerable to damaging outcomes (Kimball & Nink, 2006).

According to Watson (2009), leaders who are aware of their workers' engagement levels can recognize effectual procedures and policies. Employee engagement levels are complicated to enhance (Richardson, Burke, & Martinussen, 2006). Leaders know it is impracticable to have 100% engaged employees (Stairs, Galpin, Page, & Linley, 2006). Leaders are uncertain regarding the pragmatic engagement level for workers (Welbourne, 2007).

Leadership studies include actions, approach, authority and control (Trehan, 2007). Leadership approaches can extend between boss focused and subordinate focused (Nickels, McHugh, & McHugh, 2008). Transformational approach, transactional approach and laissez-faire approach as the three prevalent modes of leadership (B. Bass, 1990; B. Bass & Avolio, 1995; J. M. Burns, 1978). According to Piccolo and Colquitt (2006), transformational leaders are those who boost loyalty, communicate the vision and motivate the rest. Kirkbride (2006) stated that transactional leaders center on rewarding and penalizing the workers to make them conform to their commands. Laissez-faire leaders, in the opinion of Pounder (2008), possess non-leader attributes.

McBain (2007) maintained that in any company, workforce engagement is most affected by its leaders. Yet, as claimed by Mohammad Mosadegh Rad and Hossein Yarmohammadian (2006), leadership based on exposure and expertise might not help in every case. According to de Mello e Souza Wildermuth and Pauken (2008b), it is not

possible for leaders to compel the workers to engage. Lyons (2009) elaborated that it is necessary for company leaders to consider their mode of leadership if they are to secure a completely engaged staff.

There is a significant research gap, which pertains to the subject of this thesis; it is perceived corporate leadership styles and engaged workforce. Quite a few similarities and dissimilarities in leadership in retail sectors were noted (Hooijberg & Choi, 2001). They maintained that there are few studies that consider variations in leadership approach and efficacy within these sectors. When it comes to the aspects that influence engagement and their impact on various roles, positions, groups and companies, there is a scarcity of knowledge (Kular, Gatenby, Rees, Soane, & Truss, 2008).

1.2 Problem Statement

Retail sector in Pakistan is growing phenomenally. It is projected that retail stores in Pakistan to increase by 50% in terms of number outlets by 2021 (Euromonitor, 2017). It is also the fact that with 135 million millennials Pakistan has become world's fastest growing retail market (Bloomberg, 2017). To meet the needs of growing retail sector, organizations and organizational leaders are very concerned about employee's engagement and retention. Employee engagement in retail sector have dropped to the level that employee engagement index score for retail employees reached at 51% which places retail at the bottom of the employee engagement list as compare to other industries (Swarnalatha & Prasanna, 2013). Employee engagement index showing 4% decrease in employee engagement from the year 2013 to 2015 (PEWC, 2015).

Employee engagement is highly significant phenomenon for organizations (Iqbal, Shabbir, Zameer, Khan, & Sandhu, 2017). Organizations have understood that business success depends on employee engagement (Albrecht, Bakker, Gruman, Macey, & Saks, 2015). Decrease in employee engagement could influence output, customer service as well as functioning (Schiemann, 2006). Gallup (2012) estimated an assessed loss of more than three hundred billion dollars in the United States due to reduced employee productivity resulting from poor engagement at the workplace. Pakistan has the ninth largest labor pool in the world with only 2% change in employee engagement score from 2013 to 2014 (Hewitt, 2015). Hence, employee engagement has become important across industries in the country.

Young (2014) shared that leadership style drives employee engagement. Lockwood (2007) shared that engagement between the workers and their company is the duty of the leaders. One of the main drivers of employee engagement is leadership (Okechukwu E Amah, 2018). Lyons (2009) elaborated that it is necessary for company leaders to consider their mode of leadership if they are expecting engaged workforce. Leader and follower relationship is important in organizational success (Yao et al., 2017). Therefore, the researcher is investigating the relationship between leadership styles and employee engagement to find out leadership style(s) that cultivate engaged workforce.

1.3 Objective of the Study

Main objective of the study is to determine and to investigate leadership style(s) that develop employee engagement in retail store employees of Pakistan. The study has following sub-objectives:

- to investigate the impact of perceived leadership styles on employee engagement.
- to investigate the impact of perceived leadership styles on behavioral outcomes i.e. say, stay, strive of employee engagement.
- to investigate the moderating effect of psychological empowerment on the relationship between perceived leadership styles and employee engagement.

1.4 Research Questions

To address the objectives of the study, following research questions have been constituted:

- What is the relationship between perceived leadership styles and employee engagement?
- What is the relationship between perceived leadership styles and behavioral outcomes (say, stay, strive) of employee engagement?
- Do psychological empowerment moderates the relationship between perceived leadership styles and employee engagement?

1.5 Significance of the Study

This study is unique in Asian context; especially in the socio-cultural context of Pakistan. Zhang (2011) mentioned that his research on leadership style and employee engagement is in the western context and should be tested in other contexts as well. This study has significant contribution in retail sector of Pakistan as it has projected that retail stores in Pakistan to increase by 50% in terms of number outlets by 2021 (Euromonitor,

2017). It is also the fact that with 135 million millennials Pakistan has become world's fastest growing retail market (Bloomberg, 2017).

This study is significant for research because leader member exchange and employee engagement have been exhaustively researched; additional knowledge was added to the field by using a population of employees that works in world's fastest growing retail sector and represents the ninth largest labor pool in the world with only a 2% change in employee engagement score from 2013 to 2014 (Hewitt, 2015).

This study is significant for theory because it has rooted in the established relationships between employee engagement and leader member exchange (G. B. Graen & Uhl-Bien, 1995). Leader member exchange is a key factor for leaders in the organizations as employee engagement is related to performance (Mone, Eisinger, Guggenheim, Price, & Stine, 2011), and Leader member exchange between leaders and employees affects employee engagement. Industry practitioners and leadership researchers alike should seek to broaden the known understanding of how Leader member exchange could be improved in retail sector, and how leader member exchange relates to employee outcomes in this sector (Power, 2013).

This research has contributed to the field of leadership and employee engagement by exhibiting leadership styles to the organizational leaders that cultivate employee engagement. Leader and follower relationship is important in organizational success (Yao et al., 2017). One of the main drivers of employee engagement is leadership (Amah, 2018). Employee engagement plays crucial role in the organization as engaged employees have higher productivity, customer satisfaction, lower absenteeism and

turnover (Attridge, 2009; Jones, Wilson, & Jones, 2008). The results of a study conducted on several units in thirty-six organizations; they found that units with high work engagement quartiles as compared to business units with low employee engagement quartiles gained up to 4 percentage points incremental profitability (James K Harter, Schmidt, & Hayes, 2002).

Connelly (2002) acknowledged that a 6% increase in throughput was the outcome of an eleven-percentage point increase in workforce engagement score. Further, Gallup (2007) established that companies that can improve their workforce engagement score over are able to create safe workplace. J. Robinson (2006) witnessed 68% reductions in issues pertaining to safety and neglect, more than 6% betterment in productivity and more than six million dollars annual saving in a manufacturing concern that had improved workforce engagement.

This research work has contributed by investigating the relationship between leaders and followers. This study has served as guideline for organizational leaders so that they can build strong relationship with the employees through most productive leadership style. The relation between worker and line manager is valued by workers (Gagnon & Michael, 2004). Leadership style drives employee engagement (Young, 2014). The workforce has certain expectations of their line managers. Crabtree (2004) stated that 80% of a workforce which is not engaged does not have a strong connection or relationship with their line managers. Crabtree (2004) also explained that half of the interviewed workforce had the opinion that a strong connection with the line manager cultivates success. Crabtree (2004) conceived that to develop productive and engaged employees, strong workplace relationships were mandatory. Branham (2005) stated that

when leaders are unable to recognize the value of the workers and do not impart much advice and training, the workers become disengaged. Branham (2005) further stated that such personnel remain non-productive for approximately one and a half hours a day; employers suffer a lost-hours expense of around \$759 billion on a yearly basis in United States of America. Gallup (2010) researchers calculated \$300 billion cost is suffered by United States of America economy in the name of lost productivity by such workers. It is very important for leaders to keep employees engaged to avoid losses of non-productivity. it is a must for corporate leaders to recognize and administer their workers (McGuire et al., 2007).

This study has tested employee engagement instruments based on behavioral outcomes which can be widely used by the organization to assess the employee engagement in the organization. If corporate leaders are aware of their personnel's engagement levels, it facilitates them to improve the superior-subordinate relationship and to assist workers to step to the next stage of engagement (P. Sanchez & McCauley, 2006).

This study is significant for practice because the results of this study showed that how leaders' interactions with members can influence employee engagement. Such knowledge is useful in the development of future leadership training materials, new leader's orientation, team building activities, employee coaching sessions, professional development opportunities, and other organizations functions. The results of this study are relevant to the leadership development strategies in the retail industry.

This study is significant for leadership because some leaders think that human attributes are unalterable (Dweck, Chiu, & Hong, 1995). Such leaders do not invest time and

energy into supporting employees to develop and upgrade skills. The Leader member exchange quality between the leader and follower will be low which lead to poor employee engagement (G. B. Graen & Uhl-Bien, 1995). Some leaders however believe that human attributes are alterable. This study has highlighted the engagement outcomes based on leadership conduct with followers.

1.6 Delimitations

The verdicts to include or exclude a thing establish the delimitations for a research work(Isaac & Michael, 1995). The following are the delimitations of the current research study:

- The study is restrained to a specific setting of retail stores operating in Punjab and Sindh, Pakistan. As the input for the research work was gathered from specific retail stores of Punjab, the output of the research work can be generalized only to retail stores that have a comparable setting.
- The proposed perceived leadership styles and employee engagement model is based on the responses or feedback from individual employees who work under line managers or supervisors in a retail store setting. Responses from employees working in head office or at top level management are not included in the study.
- In this study, Leadership paradigms were considered in the investigation of the relationship between leadership styles and employee engagement; other leadership styles were not included in this study (D. R. Avery, McKay, & Wilson, 2007).

- In this study the behavior outcome side of employee engagement (i.e. Say, Stay and Strive) was included and motivators of employee engagement (i.e. cognitive commitment and emotional attachment) were not included.

1.7 Definitions of Important Terms

Definitions in this study present readers with an understanding of context and meaning.

1.7.1 Employee Engagement

- Perrin (2003) defined it as employees' intention and aptitude toward organization's achievement.
- The constructive approach of a worker toward the business (D. Robinson, Perryman, & Hayday, 2004). A connected staff works on the advancement of company results with its coworkers.
- Bates (2004) defined it as employee's intensified emotional attachment to work, their manager, colleagues or organization.
- Council (2004) termed employee engagement as cognitive binding and behavior of workers toward their job. The focus is on employee satisfaction, rational, emotional commitment and an employee's willingness to work.
- CIPD (2006a) defined it as a blend of emotional, cognitive and physical engagement.
- Gibson (2006) termed it as the binding of workers emotionally and intellectually with their work, company, supervisor or line management or peers.
- Seijts and Crim (2006) defined it as employees that are emotionally connected and cognitively vigilant with the organization.

- Gallup (2006) provides that employees that are engaged; build novelty and association with the company.
- CIPD (2007) defined it as organizational ethics, promises and readiness to support coworkers.
- Ellis and Sorensen (2007) defined it as presence of action and intent at work by an employee.
- Parkers and Langford (2008) termed it as a combination of workers' promise, intent and satisfaction toward their work.
- White (2008) stated that the personnel who are disengaged, lose association with the company.
- Watson (2009) stated that employee engagement has three dimensions: rational, emotional and motivational.
- Gatenby et al. (2009) defined it as a prospect for the workers to get attached to the corporation.
- Barbera, Macey, Martin, and Schneider (2009) termed it as a blend of feelings and behaviors connected with the job and the corporation where feelings encompass power and passion and behaviors comprise achievement of objectives.
- Tinline and Crowe (2010) defined it as the connection of a worker with the company that the worker is willingly and freely available to deliver for the company.

Some researchers consider staff and employee engagement interchangeable (G. C. Avery & Bergsteiner, 2010; Tinline & Crowe, 2010); however, some researchers

consider staff engagement to be staff involvement (Kellerman, 2007; Scott, Thorne, & Horn, 2002).

In this research study, employee engagement and workforce engagement were considered because they are the terms mainly used in research studies. No formal or universally agreed definition of employee/workforce engagement was found in the literature. Researchers are building on each other’s research contribution. Table 1.1 identifies the behavioral aftermaths and motivators of employee engagement.

Table 1.1: Behavioural Aftermaths and Employee Engagement Motivators

Constructs	Work or personal engagement	Employee/staff or workforce engagement
Objects	Assignment or task (1, 2, 23)	Task, company, supervisor or line manager, peers (8, 9, 11, 12, 13,26,27,28) Company (3, 6, 10) Say, stay and strive (10, 17, 18, 26)
Behavioral aftermaths	Hard work	Say and strive (7, 19, 20) Stay and strive (13, 21, 25) Strive (3, 4, 8, 9, 24) Stay (14)
Motivator	Level of vigor, absorption and dedication (2, 27,28) Absorption and dedication (7)	Cognitive commitment and emotional attachment (8, 9, 12, 15, 16) Cognitive commitment (3, 4, 5, 6, 13) Emotional attachment (11, 22, 24)
Subject	Employees, students, and/or housewives etc. (2)	Employees (26,27, 28)

As stated by various researchers, multiple components are involved in building the particular concept of employee/workforce engagement (Bates, 2004; Council, 2004; Seijts & Crim, 2006). There are three components of workforce engagement, namely cognitive, emotional and behavioral, which build workers’ connection with the company (Frank, Finnegan, & Taylor, 2004; Watson, 2009).

Workers at the workplace are considered to be cognitively connected if they have full knowledge of their tasks (Fred & Suzanne, 2002). Whereas, workers who are strongly linked with coworkers and have a caring attitude are considered to be emotionally connected. Three behaviors are generally observed in the third component i.e. behavioral aftermaths (Baumruk, 2004; Heger, 2007; Looi, Marusarz, & Baumruk, 2004); these are:

- a) Say – the workers say positive things about the company to everyone
- b) Stay – although workers get opportunities to work elsewhere, they stay with the organization
- c) Strive – workers put in vigor, time and hard work for the company when needed.

Generally, monetary benefits considerably contribute to attracting and retaining workers. Conversely, it is stated that their contribution is very nominal as a driver of workforce engagement (Perrin, 2003). This study asks whether all three behavioral factors have a significant impact on workforce engagement.

Previous research has had different findings on personal, work and employee engagement (CIPD, 2006a; Ellis & Sorensen, 2007; Perrin, 2003). Hence, if this study brings clarity, then it will make a significant contribution. The word ‘engagement’ is common to all three concepts (Fred & Suzanne, 2002; Perrin, 2003; Schaufeli, Salanova, González-Romá, & Bakker, 2002). Conversely, there are dissimilarities between work engagement and workforce engagement:

- (a) As explained by Schaufeli et al. (2002), workers, students and so on are the subject of work engagement; however, employees/workers are the only subject of employee engagement. Hence, both differ in terms of ‘subject’.
- (b) Both the concepts fluctuate in terms of physical action. Workers having work engagement will reflect their action or expression through hard work. Conversely, as stated by researchers, the action of an engaged worker is say, stay and strive (Baumruk, 2004; Looi et al., 2004).
- (c) Both the terms differ in terms of ‘objects’ also. One is task related only and the other (Bates, 2004; Schaufeli et al., 2002).

In a nutshell, workforce engagement, work engagement and personal engagement are dissimilar concepts. In this study researcher have considered employee engagement not the other two concepts and to be specific researcher have considered behavior aspects (say, stay, strive) of workforce engagement.

1.7.2 Leadership and Leadership Styles

- Leadership is the capability to inspire supporters to reach aspirations or aims (Robbins et al., 2013).
- Leadership style as equilibrium between executive approaches and outlook (Dubrin, 2009).
- Transactional leaders are those who award incentives in return for accomplishment (Xirasagar, 2008).
- Transformational leaders as those who motivate their supporters and boost their devotion to aspirations (Piccolo & Colquitt, 2006).

1.7.3 Psychological Empowerment (PE)

Psychological empowerment is about a person's experience of internal motivation about his/herself in connection with his/her job role based on cognitive behavior (Spreitzer, 1995).

1.8 Operational Definitions of Important Terms

Operational definitions of important terms are presented in this section to make reader understand with the context and meaning.

1.8.1 Classical Leadership Style

Classical leadership style has exercised through command and control and focused on leader. When authority, power and control is in the hands of an individual or group in a leading role it is considered a classical style of leadership (G. C. Avery, 2004). This study measure and operationalize classical leadership style by using survey instrument developed by Jing (2009).

1.8.2 Transactional Leadership Style

Transactional leadership style has exercised through tasks and rewards and focused on both leader-follower. Under transactional leadership style the nature of the relation is transactional and based on a transaction or agreements between the leader and member or worker (Bernard M Bass & Avolio, 1994). This study measure and operationalize transactional leadership style by using survey instrument developed by Jing (2009).

1.8.3 Visionary Leadership Style

Visionary leadership style has exercised through transformation and charisma and focused on both leader/follower. Visionary leaders show a clear path to the future to the employees; they set their direction and encourage employees to deliver exceptional results (Zhang, 2011). This study measure and operationalize visionary leadership style by using survey instrument developed by Jing (2009).

1.8.4 Organic Leadership Style

Organic leadership style has exercised through shared and collective responsibility and focused on capacity development. In order to achieve company goals, varied members in an organization take the leadership role through a vigorous and collaborative process (Pearce & Conger, 2002). Current study measure and operationalize organic leadership style by using survey instrument developed by Jing (2009).

1.8.5 Employee Engagement

Employee engagement is the connection between leader and member (employee) which has measured through employee's behavioral outcomes (say, stay and strive). This study measure and operationalize employee engagement by using survey instrument proposed by Zhang (2011).

1.8.6 Psychological Empowerment

Psychological empowerment is employee's self-orientation about his job role / tasks based on cognitions: meaning, confidence, impact and self – determination. This study

measure and operationalize psychological empowerment by using scale developed by Spreitzer (1995).

1.9 Scope of the Study

The scope of the study is to examine the relationship between perceived leadership styles and employee engagement of retail store employees in Pakistan. The study further examines the moderating relationship of psychological empowerment on leadership styles and employee engagement. Retail stores considered for this study are situated in the province of Punjab and Sindh (in the cities of Lahore, Karachi, Rawalpindi, Islamabad and Faisalabad). Leadership styles considered for this study are classical leadership style, transactional leadership style, visionary leadership style and organic leadership style. Employees considered for this study are individual employees working at non-supervisory level or non- managerial level in retail stores.

1.10 Personal Interest in the Topic

There are multiple reasons for choosing the impact of perceived corporate leadership styles on workforce engagement in retail sector in the context of Pakistan as my area of research, but one of the primary reasons is my personal interest. Researcher have worked in the retail sector for the last 14 years in different managerial and leadership positions. Since the heart and soul of retail lies in people management, Researcher have developed a keen interest in investigating how an employee perceives their supervisors' leadership styles and how it has impacted his/her engagement level in the retail sectors of Pakistan. Therefore, this research study has provided me an opportunity to reveal my

expertise and experiences in the retail sector and to contribute academically as well as practically toward my profession.

1.11 Chapter Summary

Main objective of the study is to determine and investigate leadership style(s) that develop employee engagement in retail store employees of Pakistan. This study will also investigate if psychological empowerment moderates the relationship between leadership styles and employee engagement.

Chapter 1 summed up the problem statement, objective of the study, research questions, significance of the study, delimitations of the study, definition of important terms, operational definitions of important terms, scope of the study and personal interest in the topic.

This research work will provide data to retail leaders regarding the effective behavioral aftermaths at an organization. This research work will open new doors for line managers to learn more about workforce connections. Further, this research work will also contribute in providing information that corroborates academic knowledge in the researched area.

1.12 Organization of Upcoming Chapters

The structure of upcoming chapters of this thesis is as follows:

Chapter Two comprises a review of the literature pertaining to leadership, leadership styles, followership, workforce engagement and disengagement and retail stores. This chapter also presents a brief profile of Pakistan.

Chapter Three consists of the methodology in which the methodology of the research is discussed with reference to the literature on knowledge claims presented in the study.

Chapter Four explains the data analysis and results gathered and analyzed from the collected data.

Chapter Five provides a discussion on the research findings and also reviews the gaps and findings of previous studies.

Chapter Six presents the study conclusions. This chapter also shares practical as well as theoretical implications of the study in addition to study limitations and future research recommendations.

2 CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

Chapter two consists of a review of the literature pertaining to workers' perception of their line manager's or supervisors' leadership style and their engagement in the retail setting. Chapter two comprises a review of the literature pertaining to leadership, leadership styles, workforce (employee) engagement, psychological empowerment and a brief profile of Pakistan, the retail sector in Pakistan, retail outlets.

2.2 Research Documents, Journal Explorations and Articles Investigated

Review of literature includes data extractions from research articles, published journals (J. W. Creswell, 2002). Scarce material was found on workforce engagement/employee engagement/staff engagement and leadership styles (Zhang, C. Avery, Bergsteiner, & More, 2014). Further research should be conducted in other countries and cultures (Attridge, 2009). In this thesis, researcher used e-databases namely Pro-quest, Sage, Emerald, Gale power search, Science direct, HEC digital library and search engines namely Google Scholar. From the provided sources researcher extracted data from peer-reviewed journals, publications, dissertations and books to enrich the contents of the literature review.

2.3 Leadership and Leadership Styles

2.3.1 Leadership

Leadership is normative when observed as social construct. Leadership is based on values, beliefs and assumptions of the culture in which it operates. Several definitions

on leadership emerged in the literature review. Bingham (1927) defined leadership as a crew carrying out actions to attain a mutual objective. With the passage of time, various definitions emerged. Leadership is a collaborative course between a leader and those who follow (Kesby, 2008). Leadership is a capacity to persuade a group of people in the direction of an idea or a collection of targets (Robbins et al., 2013). Such influences can be formal or informal within an organization. Formal influence takes place with the status of authority while informal influence comes about when specific duties are undertaken by a person (Robbins et al., 2013).

Leadership remains a dominant area in theory as well as in practice. The criteria for the definition, explaining that it has to be broad, expressive and should consider the future setting (G. C. Avery, 2004). The consistency of various definitions is questionable. To understand the concept better, various constituents of leadership have to be established (Vroom & Yetton, 1973). Leadership needs to be studied both at an individual level and in a board setting (G. C. Avery, 2004).

There are a lot of identified concerns in the concept of leadership. The initial concern is that most of the methods are reliant on subjective assessment (Campbell, 1977; Fairholm, 2000). Authoritative leaders consider their employees as means to an end (D., 2018). As corroborated by House and Aditya (1997), the outcome is reliant on a few specific methods namely behavioral, transformational, trait and charismatic. House and Aditya (1997) further stated that leaders are perfectionists and daring figures. Leaders are exceptional having a unique behavior and personality and they belong to senior level management as they have power to dominate (Bennis & Nanus, 1985). In the previous studies, leadership is associated to positive results as well (Yasir & Mohamad, 2016).

In today's era of vigorous and multifaceted companies, the existence of an individual leader is questionable irrespective of his or her talent. G. C. Avery (2004) validated the fact that leadership is a scattered concept that is widely spread in a company and it does not stem from senior managers only. Another key component of leadership that is normally ignored by the researcher is well explained by Meindl (1998): leadership is not the possession of certain attributes but of recognition from the workers. Thus, view was validated by various researchers; they stated that rudiments such as conduct are the core as they are understood by the workers. As it is explained the acuties of workers about leadership and leader should be included in forming the concept of leadership (Drath, 2001).

Table 2.1: Leadership Matrix

		Avery's (2004) Leadership Styles			
		CLS	TLS	VLS	OLS
1	SOCIETAL ISSUES			POTENTIAL LEADERSHIP DOMAINS	
	• Cultural dominance				
2	MACRO ORGANIZATIONAL ISSUES				
	• Company system, processes, traits, life-cycle, size, economic model (Anglo/US vs. Rhineland), strategy				
3	MESO ORGANIZATIONAL ISSUES	Top-level management physiognomies	Middle-level management physiognomies		
	Classes of People	Lower level management or workers physiognomies			
4	MICRO ORGANIZATIONAL ISSUES				
	Specific behaviors, attitudes, traits of individuals, dyads and small groups				

Source: Adapted from Bergsteiner and Avery (2007) 24-cell leadership matrix

1. Kahn (1990)
2. Schaufeli, Salanova, Gonzalez-Roma and Bakker (2002)
3. CIPD (2007)
4. Towers Perrin (2003)
5. Ellis and Sorensen (2007)
6. Robinson et al. (2004)
7. CIPD (2006)

8. Gibbons (2006)
9. Towers Watson (2009)
10. Looi et al. (2004)
11. Bates (2004)
12. Seijts and Crim (2006)
13. The Corporate Leadership Council (2004)
14. Parkes and Langford (2008)
15. Frank et al. (2004)
16. Luthans and Peterson (2002)
17. Baumruk et al. (2006)
18. Heger (2007)
19. Right Management (2006)
20. 4-consulting and DTZ Consulting & Research (2007)
21. Catteuw, Flynn and Vonderhorst (2007)
22. Jones et al. (2008)
23. Macey and Schneider (2008)
24. Tinline and Crowe (2010)
25. Fine et al. (2010)
26. Zhang (2011)
27. Metzler (2006)
28. Moody (2012)

Table 2.1 reflects the concept in two aspects namely leadership level and leadership style. Bergsteiner and Avery (2007) proposed a 24-cell matrix which is based on four leadership levels and four leadership styles. Hence the meaning of true leadership as stated by Bergsteiner and Avery (2007) is based on selected style and level of leadership as the meaning may differ with reference to context and setting.

2.3.2 Leadership Styles

Gopal and Chowdhury (2014) narrated that leadership styles encourage employee motivation and engagement level. Leadership notion is oppressed with a definitional muddle. However, leadership style is one of the single biggest elements that effect workforce engagement (Macey & Schneider, 2008; Wang & Walumbwa, 2007). Leadership style holds the key role in employee engagement (Young, 2014). It is further validated by Okechukwu Ethelbert Amah and Sese (2018) that main driver of employee engagement is leadership. As stated by Jing (2009) leadership style is about how a leader

handles his task/assignment/project or firm. Corroborating the claim, Attridge (2009) stated that corporate leadership styles are critical in developing workforce engagement.

Leadership carries varied patterns and several typologies (G. C. Avery, 2004; Goleman, Boyatzis, & McKee, 2013). Corporate leadership paradigms comprise classical, transactional, visionary and organic paradigms (G. C. Avery, 2004). These paradigms have emerged in varied eras and at diverse locations. As elaborated by D. R. Avery et al. (2007), by including a complete variety of corporate leadership styles, the paradigms proposed by G. C. Avery (2004) permit leadership patterns to diverge with setting, react to organizational needs and preferences, and they imitate many symbiotic elements. Consequently, in this research study, Avery's typology of four leadership paradigms was adopted.

The interaction of notions pertaining to person, position or process in leadership theories are not mutually exclusive, however, prominence gives those theories a character which can be broadly placed within current leadership paradigms, reflected in Table 2.2. Table 2.2 shows the latest leadership paradigms showing how they can be exercised, what is their focus and where leadership is situated.

Table 2.2: Leadership Paradigms

Leadership Paradigms	Exercise through	Focus	Situated in
Classical	Command and control Power and authority	Leader	Personhood Position
Transactional	Managerialism Mechanistic tasks and reward	Task System Leader/Follower Superiority/dependency	Position
Visionary	Inspiration Charisma Authenticity Transformation	Leader/follower mission	Personhood Position
Organic	Relationship Participation Distributed, Shared and collective responsibility	Sustainability Capacity development	Process

Source: Adopted from Avery (2004)

Fundamentally, classical leadership paradigm describes the supremacy of an exceptional individual or group of ‘elites’ who direct others to work toward an objective that is either stated or not (G. C. Avery, 2004). The other adherents of the group normally follow the leader(s) autocratic directives; in this case, directives are not challenged, and implementation and execution of orders are done mostly keeping in mind the costs of insubordination, for deference for the leader(s), or both. In some cases, where the classical leadership style (CLS) is requisite (e.g. in military or some emergency service conditions), classical leadership necessitates followers emotional, behavioral or intellectual immersion with the company or company objectives.

Transactional leaders cooperate and negotiate covenants with followers be it individuals or groups. In order to meet followers’ needs, desires and objectives, ‘deals’ have to be made in exchange for labor. By expounding the demands of the follower and the costs

for particular behaviors, such leaders have the ability to encourage workers to get the required output. As explained by G. C. Avery (2004), workers agree monetary benefit with the line manager or supervisor and abide by his or her orders. Both the above-stated leadership styles are similar in nature and do not focus on connecting the worker either with the company or with the company's objectives.

The third paradigm of leadership is visionary. Such leaders have the ability to transform an ordinary worker into a well-connected worker and have the charisma to inspire and emotionally associate people and guide them toward the company and its impending objectives. Further elaborated by G. C. Avery (2004), visionary leaders attract workers toward the objective of the company. Such leaders compose a transparent view for tomorrow so that the workers can exceed company expectations. As stated by Bernard M. Bass (1985), this necessitates workers emotional connection with the line manager or company. As validated by Zhu, Avolio, and Walumbwa (2009), it forms the basis for the affirmative relationship between the worker and the line manager.

The fourth paradigm of leadership is organic. This leadership style endorses several leaders in a team. There is no official line manager and worker relationship and many people can be in the leadership role at the same time (Mehra, Smith, Dixon, & Robertson, 2006). As corroborated by Pearce and Conger (2002), in order to achieve team or company objectives, varied members take the leadership role.

As elaborated by G. C. Avery (2004), under the leadership of both visionary and organic leaders, workers' connection with their peers and with the company is required but such positive emotional commitment is optional under classical and transactional leadership.

Classical leadership, for example, has been shown to destabilize groups, with more members choosing to leave and take their resources elsewhere than under more democratic and consultative forms of leadership – regardless of whether or not members receive favorable personal outcomes from the leader (Van Vugt, Jepson, Hart, & De Cremer, 2004).

Various past researches have posed a positive relationship between the visionary style of leadership and workforce engagement. Visionary leadership has a positive impact on worker gratification (Bogler, 2001). The behaviors of a visionary line manager are positively related to workforce engagement, and optimism fully mediates this relationship (Tims, Bakker, & Xanthopoulou, 2011). Visionary leaders create an engaged workforce which improves the performance of the company (Babcock-Roberson & Strickland, 2010). It is further validated by Zhu et al. (2009), that there is affirmative relation between visionary leadership and workforce engagement. Very little work was found in the literature that investigated all four leadership paradigms in relation to workforce engagement, particularly the organic paradigm.

Hence, the objective of this study is to investigate the connection between workforce engagement and Avery's four paradigms, with a focus on line managers. Some scholars see a considerable overlap between leadership and management (Yukl, 1989), and in this study the concepts of manager and leader are incorporated in the more generic term 'supervisor' or 'line manager'. Arguably, most supervisors liaise between the company and workers, and thus require both leadership and managerial competencies. As explained by Pinsonneault and Kraemer (1997), a person who daily observes the work schedule of a worker can be considered to be their line manager. As stated, worker

engagement at the workplace is closely connected with line managers (Barbera et al., 2009; Jones et al., 2008). Buckingham and Coffman (2014) further corroborated that workers' connection with line managers is a strong predictor of workforce engagement.

To address the research gaps identified above, employees' perceptions of their direct supervisor's leadership style under classical, transactional, visionary and organic leadership paradigms have been investigated in this study. Leadership theories try to clarify the aspects engaged in either the development of leadership or in its nature and results (B. Bass, 1990). He further narrated that the theories add to the development of the leaders and their achievement. Three factors should be covered by leadership theories: "what" which implies the leaders' targets, "how" which indicates the approaches that the leaders require to achieve the objectives and "why" which shows the logic behind the approaches to attain the targets (Isaac Mostovicz, Kakabadse, & Kakabadse, 2009).

In this study, researcher espoused Avery's typology of leadership styles: classical leadership style (CLS), transactional leadership style (TLS), visionary leadership style (VLS) and organic leadership style (OLS). Let's review the rationale of researcher decision for this research.

2.3.3 The Rationale for Espousing Avery's Typology of Leadership Styles

While reviewing the literature pertaining to leadership, researcher found that typologies were always theorized. The conduct of leaders, in general, is classified into various leadership styles. According to Lee and Chang (2006), there are many methods to elaborate styles of leadership (Liu, Lepak, Takeuchi, & Sims Jr, 2003). Leader is the

one; who is stable in his conduct but also at the same time involvement of member is equally necessary (Dubrin, 2001; Eagly, Johannesen-Schmidt, & Van Engen, 2003). Therefore, stability in conduct should have leader-member interface. While reviewing research studies, researchers have proposed varied styles of leadership. Transformational leadership has four aspects and transactional leadership has three aspects (Bernard M. Bass, 1985). Further, Drath (2001) stated that leadership has various components namely personal, interpersonal and relational. Leadership has several styles namely visionary, coaching, affiliative, democratic, pacesetting and authoritative (Goleman et al., 2013). Taking it forward, G. C. Avery (2004) grouped them into classical, transactional, visionary and organic leadership.

Understanding the typologies in more depth, the above-mentioned styles of leadership have boundaries around them. Leaders have to practice in the proposed styles as per the context and setting (Goleman et al., 2013). Practically, such kinds of ideal individuals who are flexible enough to adjust as per the condition, context and setting are very scarce and for an individual it is very tough when he is working with a team of diverse people with diverse backgrounds, education, experience and so on. The key supposition is the suppleness of leaders in varied conditions even knowing the fact that every individual has a different nature (Yunker & Yunker, 2002). Also, it is noted that people in leading roles are usually mature; hence, following the normal human life pattern, at this age group they usually have less suppleness. It is also presumed in the above-stated styles that individuals in the leading role have strength to gauge the situation appropriately and respond accordingly. Another possible concern is a follower's

perception and acuity about inconsistency and volatility in his or her line manager (Yunker & Yunker, 2002).

Leadership is the stable connection in leader-member association (G. C. Avery, 2004; Bernard M. Bass, 1985). It is known that, the typology given by Bernard M. Bass (1985) even after a lot of critique remained the basis of numerous publications in the field of leadership. His proposed model focused on limited styles of leadership namely transactional and transformational. As corroborated by BM. Bass and Avolio (1998) and Avolio (1999), Bernard M. Bass (1985) study does not present the complete choice of leadership styles. While reviewing research, various researchers endorsed the inclusion of other leadership styles included transactional, transformational, directive and empowering styles of leadership (Liu et al., 2003).

However, multiple theoretical and operational issues in the Bernard M. Bass (1985) model raised concerns about the legitimacy of constructs and components of the model as stated by Barbuto (1997). Considering both old and new styles of leadership at the same time and eliminating doubtful aspects of Bernard M. Bass (1985) model, G. C. Avery (2004) unified and consolidated varied theories and methods into his proposed paradigm. Hence, G. C. Avery (2004) proposed leadership styles have comprehensive efficacy. The leadership styles proposed by G. C. Avery (2004) have developed with the passage of time, in different situations and at varied locations; therefore, the focus is not on any particular style of leadership but on the complete set of leadership styles that have connections with each other in terms of societal and historical context. Hence, Avery's leadership typology was adopted in this research study.

2.3.4 Constituents of Avery's Styles of Leadership

According to G. C. Avery (2004), classical, transactional, visionary and organic styles form the basis of her typology. Researcher has elaborated these styles sharing in-depth review on the physiognomies of the stated styles of leadership. The roots of the classical style of leadership go back to ancient times. The transactional style of leadership emerged when the emphasis was given to workers and their workplace settings. However, CLSs are observed even today. The development of visionary leadership took place later; its focus is on the individual's promise as subordinate toward the future direction of the company. Lately, due to massive changes in macro as well as micro setting the evolvement of organic leadership took place. As stated by G. C. Avery (2004), the suitability of organic leadership has been observed in varied businesses and in varied settings. The four stated leadership styles and their physiognomies will now be elaborated in detail. This will help us to understand the concept and usage of specific styles of leadership.

2.3.5 Classical Leadership Style

As stated by G. C. Avery (2004), when authority, power and control is in the hands of an individual or group in a leading role it is considered a classical style of leadership. In order to achieve a goal, the above-mentioned individual or group directs others and tries to get hold of the situation. Zhang (2011) narrated that classical leadership style becomes effective when the follower accepts the orders by the leader. The workers or followers follow orders and do not challenge the orders, which might be due to admiration of seniors or due to cost of insubordination or both. Hence, the stated

leadership style can be intimidating or compassionate or combination of two. Magnificence in this style of leadership is only possible when there is an acceptance of command by the worker of the individual in the leading role. As stated by G. C. Avery (2004), members or workers get relief in this style of leadership as verdicts, commands, obligations and accountability lie with the leader.

This style of leadership has some shortcomings. First of all, there are circumstances in which the individual in the leading role is unable to dominate and regulate due to complexity of the issue or due to the competence of the individual. There are situations in which in order to get the job done you need surety or promises from your members but due to any reason, such as adjustment in the vision or changes in the situations, he/she refuses to follow your direction or command; this is one of the limitations of this style of leadership. The thoughts, ingenuity and proposals are from the leader; hence, the creativity or even the opinions of workers or members are discouraged resulting in another shortcoming.

According to G. C. Avery (2004), members working under the ambit of classical leaders carry less authority and the leader takes the responsibility of the outcomes; hence, the member poses comparatively less contribution to the business or company. Further validating the fact, Avery stated that individuals in the leadership role use a dictatorial approach and members are seldom included in the course of decision making. Members carry low or no empowerment in the company. Classical leaders are autocratic and dictatorial hence they are only able to develop an inexperienced team. In such cases the outcome of the company is foreseeable, and the company is controlled by the leaders.

2.3.6 Transactional Leadership Style

Under this style of leadership the nature of the relation is transactional and based on a transaction or agreements between the leader and member or worker (Bernard M Bass & Avolio, 1994). Leaders having transactional style of leadership discuss and negotiate with followers (Zhang, 2011). In this case the leadership must possess rights of negotiation with the member in order to compensate him or her. Some varied transactions such as adjusting the opinion or action of members or leader involvement in complicated matters is considered management-by-exception (G. C. Avery, 2004; Bernard M. Bass, 1985).

Under transactional style of leadership, the desires and motivations of followers are well kept in mind by the leaders and then leaders negotiate rewards and motivations with them against the task assigned by the leader. In various contexts researcher showed that, transactional leaders can have positive relationship with employees; as reward are source of attraction and engagement (Harackiewicz & Manderlink, 1984) especially if the rewards are of high value (Hargis, Watt, & Piotrowski, 2011). Once the leader knows his or her own expectations and the expectations of his or her followers, then the leader's level of confidence might increase. According to G. C. Avery (2004), members comply with instructions in transactional style of leadership because of the agreed benefits and recognition or to avoid penalty of non-compliance to instructions. In transactional style of leadership, fidelity lies with the leader and only some support is required from members. Leaders under this style display power and influence to meet the objectives and might take members' or workers' opinions as a component of the transactional agreement between the two.

There is a possibility that a leader with transactional physiognomies may carry a vision but the ability to transform it to members or followers is very rare. G. C. Avery (2004) narrated that transactional leaders are more inclined toward quick outcomes and benefits. However, this style of leadership is better than classical style of leadership in terms of staff involvement. But the transactional style has its shortcomings also. First of all, member acuity and perception about controlling aspect restricts them to perform toward the goals of the company. Interference of the leader can result in reducing members' moral as well as output (Ball, Trevino, & Sims Jr, 1992). Secondly, during uncertain epochs the scope of such style of leadership remains narrow as in such conditions rapid adjustment in work approach is required (Drath, 2001). As witnessed by B. Bass (1990), having expectations from transactional leader is impractical especially in complicated scenarios based on variations in environment.

Thirdly, as stated by G. C. Avery (2004), it is primarily based on short-term monetary benefits. In this style, leadership provides counseling to followers; however, the ultimate authority lies with the leader. Hence the staff carries limited authority in the company. In comparison with classical leaders, the skill set of members is better under this leadership. The inspiration and promise lie in the committed monetary terms, conditions and outcomes between the member and the leader. Under such style of leadership, the predictability of the operational results is normal. As corroborated by G. C. Avery (2004), a transactional leader commands and controls the company.

2.3.7 Visionary Leadership Style

Visionary leaders are also called transformational leaders or charismatic leaders. The visionary style of leadership is gaining attention in almost all businesses (J. M. Burns, 1978). This style adds more strings to the existing styles of leadership in terms of vision and workforce engagement in the company. As narrated by G. C. Avery (2004), vision is the source of worker attraction and engagement with the workplace in this leadership style. Visionary leaders show a clear path to the future to the employees; they set their direction and encourage employees to deliver exceptional results (Zhang, 2011). As witnessed, it brings an emotional connect between the organization and worker (Bernard M. Bass, 1985).

As explained, there are negligible differences among the visionary, transformational and charismatic leadership styles (Keller, 2006; Mccann, Langford, & Rawlings, 2006; N. P. Podsakoff, Podsakoff, & Kuskova, 2010). For the purpose of the study, researcher considered G. C. Avery (2004) paradigm; hence, researcher is analyzing visionary leadership. Visionary leaders have multiple similar characteristics across the globe namely reliable, impartial, and intellectual, solution oriented, energetic, and confident (Den Hartog et al., 1999). G. C. Avery (2004) stated that although this style of leadership has gained weight in the past, it still it has shortcomings. There is more dependency and reliance of workers on leaders as workers perceive leaders to have the vision. As elaborated by Westley and Mintzberg (1989), it is not mandatory that visionary leaders should be worthy leaders. G. C. Avery (2004) stated that there was a need to use varied styles of leadership in varied settings.

Under this style of leadership, the decisions are made in cooperation with each other (G. C. Avery, 2004). Issues are discussed together, alternatives are shared by everyone and then they agree on proposed solution. In this case, members have authority and empowerment because the leaders want them to share their opinions to reach a conclusion which leads toward the accomplishment of agreed future direction. Leaders employ workers with a high level of knowledge and skill set. In this case, leaders transfer their vision to their followers in such a way that they share the same zeal. Ownership and engagement of workers is either due to the clarity of vision transmitted by leaders or their charisma which connects and engages the workforce.

2.3.8 Organic Leadership Style

The concept of organic leadership is that instead of having one leader in the business, leadership can be dispersed among varied individuals in the company. As explained by G. C. Avery (2004), this concept is gaining weight nowadays. G. C. Avery (2004) named it as organic style of leadership. In order to achieve company goals, varied members in an organization take the leadership role through a vigorous and collaborative process (Pearce & Conger, 2003). The operationalization of the concept is done in numerous ways. However, the following are agreed. First, it is not mandatory that there has to be one leader and workers exist in the organization. Varied leaders can be found in a company at the same time (Mehra et al., 2006). As corroborated by G. C. Avery (2004), the existent relationship between leader and workforce is not visible and spelled out in this style of leadership. Multiple people are in the same role in the same organization at the same time on the basis of the need and requirement of the company to best complete the objectives. Under this style of leadership people practice joint

activities irrespective of whatever influence and supremacy they possess in the company (Rothschild-Whitt & Whitt, 1986). Hence, in this case, everyone collaborates and cooperates with each other to follow a common path. Furthermore, G. C. Avery (2004) elucidated that as there is no official leader, the conduct of every worker establishes a type of leadership. Zhang (2011) elaborated that companies that have organic leadership in place have a collaborator role that collaborates and consolidates. The individuals in collaborating roles, as explained by G. C. Avery (2004), have different points of view and actually impact the decisions in the companies. As corroborated by Drath (2001), dependability is on varied individuals hence there are varied leaders in this case.

Also corroborated by G. C. Avery (2004), varied leaders are more suitable and appropriate for an organization as the organization experiences different settings and varied situations. It is the liberty in this leadership style that people exhibit in their individual capabilities and strengths to grow as leaders in the company.

However, this concept is new to many professionals who have a traditional school of thought; it is more of a leading and managing (Zhang, 2011). It is also assumed that individuals have the capability to resolve issues and take necessary actions in favor of the company. Organic style of leadership might result in increased productivity in complicated situations (Trottier, Van Wart, & Wang, 2008).

Under this style of leadership, as stated by G. C. Avery (2004), decisions and conclusions are made jointly by the employees as the workers become collaborative members in taking a decision in the right way for the company. It is also important to note that it is not necessary that everyone has the same opinion but agreement on the

same opinion is the key to success. In this style of leadership every worker has authority as they have joint leadership. This style of leadership is dependent on highly skilled and qualified people having self-governing skills. Such companies have a very strong culture, open environment, fair value set and, most importantly, a clear vision of the company; it serves as the basis of employee engagement. Such organizations have multifaceted systems and the predictability of the operational aspect of the business is uncertain. As explained by G. C. Avery (2004), different values and varied opinions are accepted and given equal weight in organic leadership.

Researcher has widely observed from the literature and practice that one style is never fit for every situation. Excellency in leadership comes from adopting various components of different styles and practicing them in different settings. However, it is also witnessed that normally every individual leader is inclined toward a specific leadership style in contrast to the systems and processes prevailing in the organization. Hence, in a multifaceted organization it is not easy to practice varied styles of leadership. As corroborated by G. C. Avery (2004), the dependability of adopting a particular leadership style is either leader choice or subject to the organizational setting.

The literature reveals that in order to accomplish a job, sometimes, visionary leaders use intimidating tools (Lewis, 1996). In order to get the job accomplished in a transformational company, classical and transactional styles of leadership are adopted by visionary individuals in leading role (Dunphy & Stace, 1990; Kotter, Schlesinger, & Sathe, 1986; Nadler & Tushman, 1990). It is further clarified by G. C. Avery (2004) that although visionary leaders deploy some elements of other styles of leadership, mostly they motivate and encourage people to do the task pertaining to the vision. From

the above research studies, it is important to note that no leadership style is flawless. According to G. C. Avery (2004), there is a possibility that an organization may display varied styles of leadership at the same time. Researcher has reviewed leadership and different styles of leadership, it is also imperative to know about the concept of follower and followership.

2.4 Followership

It is defined as worker relationship and behavior toward his or her line manager. There is scarce material available on this subject and followership has extreme significance in terms of its relationship with leadership and leader–follower role (Follett, 1949). She further narrated that followership is also a determinant for output of the company. The existence of leadership is questionable if it is deprived of followership. In order to produce efficiency in leadership, there is need to inculcate the same in followership. The majority in any organizations are followers not leaders, hence, they carry huge significance. However, followership does not exist in isolation. Therefore, both leadership and followership must be studied together to better understand leaders and subordinates.

In order to better understand the concept, researcher need to re-hash the myth that the job of the leader is to think and visualize and job of the follower is to take action on it. A follower is an individual who is active, reflective and has an opinion (Frisina, 2005). The significant role of followership is found and observed at each step in the company. Without the competent role of followership neither success nor sustainability can be

achieved (Blackshear, 2003). If the followers are working well then it will result in a highly productive organization.

According to Dixon and Westbrook (2003), in order to get a stable and effective setting in an organization, followership is a must. It helps in building a competitive and sustainable business with a strong value set. Dixon and Westbrook (2003) witnessed that very little material is available on the subject and it is overlooked. Varied types of followers but these types have not been tested and analyzed (Kelley, 1988). According to Blackshear, individuals that are self-leading are actually the best example of a follower (Blackshear, 2003). They contribute toward building the best results for the company. Such individuals serve as the key ingredient toward organization accomplishment.

As stated by Gilbert and Hyde (1988), a key component of organization output is followership. They recommended that line managers get the best out of followers and recognize them because of their performance. After reviewing the literature researcher has come to the point why this concept has been ignored up till now. According to Gilbert and Hyde (1988), researchers and practitioners are in love with the concept of leadership which is restraining them from studying followership. The prevailing approach of classical leadership and transactional leadership is not letting followership survive as they cultivate a culture of dominance.

Gilbert and Hyde (1988) stated that followership has been studied far less than leadership. As explained by Dixon and Westbrook (2003), an obsession with leadership is stopping us from realizing the importance of the followership concept and its

relationship and connection with leadership. As explained the existing norms are judgmental about the concept (Frisina, 2005). In a number of excellent resources, subordinate is termed as submissive, individuals having poor skills, low energy and so on. As witnessed by Gilbert and Hyde (1988), there is gap in the literature regarding the in-depth study of physiognomies of followers. Frisina claimed that both leadership and followership carry constructive traits and need to be studied in depth (Frisina, 2005).

The strength of the relationship between leader and follower results in follower/employee/worker engagement or disengagement. If there is a strong connection and binding between leader and follower, it will result in employee engagement. Let us understand the concept of employee engagement in detail.

2.5 Employee Engagement

Employee engagement also known as workforce engagement or staff engagement has been widely considered by academics and practitioners. Further defined by Andrew and Sofian (2011), it is an emotional connection and intellectual obligation to the company. According to Kahn (1990), workers connect physically, cognitively and emotionally in order to accomplish the job. Engaged employees are willing to go an extra mile for the company (Okechukwu Ethelbert Amah & Sese, 2018).

According to Gallup (2010), researchers have been working on personnel engagement for more than 30 years. Buckingham and Coffman (2014) emphasized two major queries: what is required from the work setting by the most competent workers and how are such personnel obtained, focused and retained by the world's most effective administrators? Buckingham and Coffman (2014) further elucidated that various aspects

appeared from the data after asking various focus groups unrestricted queries regarding personnel engagement. The first component is related to setting at the workplace; second aspect is related to attitude of the line manager; third factor pertains to team member's acuity; fourth component is related to creativity and out of the box things done by the organization and the leaders. As mentioned by Buckingham and Coffman (2014), the staff's loyalty to the organization is dealt with by the personal steadfastness and service aspect. Several issues exist in the study of employee engagement. Conflicting opinions exist in the practitioner group and the literary group regarding personnel engagement ideas (Zigarmi et al., 2009).

Personnel engagement has been described by researchers in various ways. McBain (2007) proposed that people are bewildered about engagement, since certain company leaders linked the concept with loyalty, job contentment and attachment and other leaders related it with various concepts. Barbera et al. (2009) described it as a sensation comprising vigor and passion. So, with various definitions of engagement, it is uncertain whether personnel engagement is an approach or practice and whether it takes place at personal level or collective level (Little & Little, 2006).

2.5.1 Identifying Barriers

According to Schiemann (2006), hurdles in work setting can cause lack of engagement. These hindrances consist of practices, policies and customs which lead to issues for workers and trials for leaders (Gatenby et al., 2009). For instance, lack of engagement can result in ailment (Kimball & Nink, 2006). Pech and Slade (2006) stated that staff members lacking engagement have a high absenteeism rate.

Certain leader behaviors could cause engagement barriers. Schiemann (2006) elaborated that leaders' failure to value the workers, not acknowledging the personnel or giving insufficient advice or guidance, all lead to employee disengagement. Consequently, Schiemann (2006), the workers lose faith and confidence in leaders. If such disengagement is not properly identified and handled, it can result in workers' weakening of the work unit. Other hindrances in engagement involve strategies and procedures that pay no attention to quality-of-life matters (Boddie et al., 2007). As per researcher, work-life equilibrium is a practicality in the place of work (Bourgeois, 2006). According to McBain (2007), a work milieu involving agility and satisfaction is looked forward to by the personnel. Leaders can satisfy personnel expectations by putting into practice effectual strategies, measures and behaviors (Richardson et al., 2006). It is also noted that hindrances also come about from personnel having vague duties and tasks (Masson et al., 2008). Schiemann (2006) stated that when the workers' occupations do not correspond to their expectations or they have impractical objectives, employee engagement level falls. In order to give relevant information about the standing and steadiness of the company, the workers count on leaders (Polet, 2009). As stated by Schiemann (2007), less than 20% of personnel are aware of the planned long-term course of a company.

2.5.2 Assessing the Engagement Levels

O Neal and Gebauer (2006) report that it is a matter of interest to leaders to assess engagement levels within their company. Leaders undergo uncertainty regarding the pragmatic degree of engagement (Welbourne, 2007). Several organizations provide different measurements and levels for employee engagement. According to Perrin

(2008), if leaders recognize the workers' levels of engagement, they will be able to find effectual policies and strategies to tackle issues.

An engagement guide with four degrees (from fully engaged to disengaged) was composed by researchers (Survey, 2009). The questionnaire consists of five questions depicting employee connection. Perrin (2008) classified the degrees of engagement as logical, emotive and inspiration. The original levels of Perrin (2008) were engaged, enrolled, disenchanted, and disengaged; Perrin (2008) stated that enrolled indicated somewhat engaged and disenchanted, which implied disengaged in part. Researchers at Gallup (2010) evaluated levels of engagement by means of twelve primary queries; the levels comprised engaged, not engaged and actively disengaged.

2.5.3 Employee Engagement Drivers

Personnel engagement drivers as explained by McBain (2007) are the aspects that generate engagement in the workers and the mechanisms proffered to them by their leaders. McBain synthesized, the company, personnel at leading role and work environment as engines of workforce engagement. The factors confined by these groups have incorporated company's leadership, managerial panel and the work setting.

There are various drivers of workforce engagement mainly worker connection with the company (Stairs et al., 2006). However, leadership style is the main driver of employee engagement (Okechukwu Ethelbert Amah & Sese, 2018). Twenty-six principle workforce engagement navigators, including developing new prospects, collaborative and cooperative members, interesting and inspiring job and rewarding the best job (Ketter, 2008). People in leading roles should have a strong connection with the workers

and they should cultivate the culture of appreciation. Workers should have growth prospects in the company.

Company leaders should make certain that workers have the time to carry out their work responsibilities and to keep their individual lives steady (Bassi & McMurrer, 2007). The leaders should benefit from the workers' abilities. Lockwood (2007) wrote that in order to become competitive in the international market, company leaders must be aware of what influences engagement, particularly when HR has ethnic diversity. Universal drivers, as per O Neal and Gebauer (2006), comprised learning and growing abilities, company reputation and patrons. As studies conducted by international organizations discovered the factors on a small level and worldwide scale that influence engagement (Mastrangelo, 2012), and workers considered the response to their performance and sincerity to be the navigators.

2.5.4 Employee engagement outcomes

Evidence was obtained from the outcomes of the study by Perrin (2008) that for a company's product, engagement plays a crucial part. According to Lockwood (2007), personnel engagement is an essential aspect in the competitive market. Better economic results were observed from organizations that had a more connected workforce as compared to other organizations. Perrin (2008) stated that such an enhancement puts revenue increase, total income and operating income at an advantage. Wellins and Concelman (2005) mentioned that sales targets were around 99% for workers with a high level of engagement and more or less 91% for workers with a low level of engagement. Personnel engagement, according to McBain (2007), also performs a role

in other results of the company. McBain (2007) illustrated with the example of association between the patrons and the company which is implied by customer satisfaction, customer loyalty and customer service.

According to Christensen Hughes and Rog (2008), personnel engagement results also incorporate retention, employing and turnover. Wellins and Concelman (2005) provided a turnover ratio of around 4.1% in engaged groups and of more or less 14.5% in non-engaged groups as specified by their study in an industrial organization. As maintained by Koyuncu, Burke and Fiksenbaum (2006), personnel engagement has a positive correlation with individual comfort.

O Neal and Gebauer (2006) studied pull factors of workforce engagement, which included reasonable salary, work–life equilibrium, career development, demanding work and increments in wages. The topmost factors influencing employee retention, as mentioned by O Neal and Gebauer (2006), included keeping hold of able employees, having just procedures for making decisions, encouraging workers, harmonizing work and life proceedings and working with an organization that enjoys a positive reputation.

2.5.5 Context of Employee Engagement

The context of workforce engagement varies from profession to profession, organization to organization and industry to industry as witnessed by multiple research companies throughout the world. Researcher can comment that the results of workers engagement should vary from country to country due to cultural and social differences prevailing in a particular country. Still, very stimulating results have been observed during studies conducted across the globe.

According to a study conducted by the Gallup Organization in Thailand, 12% of the workers were found to be engaged and connected, however, 88% were found not to be strongly connected and disengaged (Gallup, 2006). The results of workforce engagement had similar trends in other countries. The highest engagement score was observed as 81% in Australia and the lowest engagement score was witnessed in Singapore and Japan as 9%. It is very significant to study the workforce engagement across the global as many national organizations are transforming themselves into international and multinational organizations. There is need to understand that either same workforce engagement methods or varied method with respect to countries and their social, economic and culture context should be opted.

Corroborating the facts, a study was conducted on big economic giants by ISR (2004) about the reasons and type of engagement and how they impact the financial and non-financial results of organizations. Outcomes of the study varied from country to country. Of the workers in United States and Brazil, 75% were strongly connected and linked with their employers, however, around 60% of the workers were connected and linked with their employers in France. The study has wonderful findings depicting that the same method or techniques of engaging workforce cannot be used in different countries. In some countries the major significant factor that has an impact on the engagement level in the organization is the management of the organization, however, in other countries the major contributing factor to engagement level is career growth prospects.

As witnessed by Johnson (2004) about United States of America that 50% of the workforce have not engaged with their employers. Same has also witnessed by Global Workforce survey (2005). The outcome of the survey depicted very alarming and eye-

opening numbers that only 14% of workers throughout the world are fully connected with their organizations and employers. But the results vary from industry to industry and company to company. There are some eye openers too, like Brazil has the most connected workforce and Italy has the lowest connected workforce, where the majority of the workers are not linked and connected with the company as well as employer.

According to ISR (2004), countries can benchmark their own engagement scores with the international engagement score to understand better their position to form the best way forward. As narrated, in order to attract, connect, link and motivate workers, companies need to adjust their strategy from country to country based on culture and traditions covering the social and emotional aspects of the country (Hofstede, 1997).

As stated by ISR (2004), some key components are job growth opportunities for the worker, corporate identity of the organization, authority and accountability for the workers, and leadership prevailing in the organization. It was observed from the studies that in almost every country job growth opportunity, succession planning and clear career path are key contributors of workforce engagement. Companies that provide job growth opportunities, succession planning and clear career path produce high engagement as employees see themselves growing in the company and they stay connected with the company for a longer period. The rationale is very simple, when workers observe that the organization is capitalizing on them then their behavior is very natural, and they feel more secure and more connected. The second major component identified was empowerment, which comes from authority and accountability at the same time. It was observed that when organizations provide opportunities for workers

to participate in decision making, then the workers take ownership of the decisions they have made.

In such organizations, workers and staff have the liberty to share their opinions and thoughts hence workers trust each other, own their decisions and respect the vision of the organization; the company, in return, get highly connected employees and best results in return. The third major contributing factor is the reputation of the organization, mainly the brand worth of the organization in the market. If the organization has a good reputation in the market, the employees will feel proud in telling others about the organization and resultantly they will feel more connected and engaged with the organization. The fourth major significant factor is leadership in the organization. As it is said that people join bosses not companies and people leave bosses not companies. Organizations with excellent leadership will have more connected and engaged workers as people will enjoy subordination and contribute to the best interests of the organization.

Perrin (2008) stated that there is one key finding; that workers who are in a leadership role have high engagement scores as compared to middle level managers and low-level managers. Some researchers may argue that the individuals in top management have high income levels hence they are more connected. Considering this argument then researcher have not only income level as a key factor but also empowerment, job growth opportunities and motivation as significant contributors. Strengthening the argument, most disengaged workers were found to be the workers on daily or hourly wages.

Further moving on to analyze the industry segment not-for-profit organizations have the most engaged and connected workforce (Perrin, 2003). The objective of the staff working in not-for-profit organizations is task accomplishment and self-satisfaction rather than monetary benefits. Above finding is in line with the studies and literature which state that workers' passion for their job or task is a significant component (Brim, 2002; Truss et al., 2006). Further building on this point, not-for-profit organizations are not the best pay masters hence the argument of buying engagement through money fails.

On the other hand, workers doing their job in the private sector are more connected and linked with the organization as they get more chances to show their potential and capabilities as compared to employees working in the public sector; employees working in the public sector have lower engagement scores due to the fact that they get less autonomy and decisions are more centralized (Truss et al., 2006). As corroborated, due to intimidation and pestering, workers in the public sector have low engagement scores (Emmott, 2006).

According to Richman (2006), in today's era, workers are less engaged and connected with organizations. As shared by Buckingham and Coffman (2014), more than 60% of workers are disengaged workers in a country. It is pertinent to share that it is not necessarily so that these workers are not doing their job, but it is clear that they are not emotionally connected with the organization even if they are performing the tasks assigned to them. In such cases, people change their jobs as and when they get additional monetary benefit from some other organization or employer as the worker is not in binding with the company. It is very clear from the above findings that it is critical for an employer to continuously work on increasing the level of engagement.

As elaborated by Buckingham and Coffman (2014), workers while talking to their peer group, share negative feedback about a company and portray negativity against the company. It is also found in the literature that the length of stay of the worker in an organization also impacts their engagement level in the company. Workers who have worked for a company for a long period are more disconnected employees. There is a strong connection and association between workers' engagement and their work tenure in the company (Brim, 2002; Truss et al., 2006). The more the worker spends time with the company more the worker becomes disengaged. As stated by Brim (2002), normally an employee is found to be highly engaged at the start of a job and then the engagement goes down. Hence, it is important for organizations to investigate ideas to keep people emotionally and physically connected with the company during their job tenure in the organization.

The research results are astonishing because logically the longer an employee stays with a company, the stronger the binding he or she must possess. But the negative association between the two indicates that organizations do not treat their old workers well which causes a break in the relationship. As explained by Brim (2002), with the passage of time, companies work on identifying and improving the weak areas of employees and hence their areas of strength are ignored resulting in less engaged workers.

Researchers are of the view that workforce engagement is the result of multiple factors including cultural aspects. As narrated by Ferguson (2007), there are different aspects to viewing the workers' connection with an organization and organization should also view it from cultural and social aspects. It is the environment of the company that cultivates engagement. As explained by Schein (1987), the environment of the company

consists of its processes and systems and people. Researcher has witnessed the changes happening in the work environment as virtual offices are in place and companies are outsourcing employees. How these changes impact the worker level of engagement needs to be gauged.

Seeing and reviewing the bigger picture, across the globe and across the industries, workforce engagement seems a challenge. As witnessed by Johnson (2004), on one side less than 10% of workers are engaged in Singapore and Japan and on the other side more than 80% of workers are disengaged in Thailand and Singapore. This shows that same action plan should be implemented in all countries and across all industries to produce engaged workers. Everyone should identify the culture, social and emotional parts to make sure the most impactful way of engaging an employee is adopted by taking all the factors into consideration.

2.5.6 Concept of Employee Engagement

As elaborated, the notion of employee engagement is famous among business consultants (Bakker & Schaufeli, 2008; Executive, 2007). However, employee engagement is a comparatively under-researched area, as narrated by Shuck and Wollard (2010), and differences of opinion still exist on its definition, concept as well as approach. This was further explained by Jeung (2011), who stated that it is a multifaceted concept that pertains to workforce inspiration in line with encouraging and promoting a business mindset. As synthesized by Simpson (2009), there are multiple ways to view engagement and researcher are considering it from an employee engagement perspective in this study.

According to previous studies, different concepts of engagement were muddled in past studies (Attridge, 2009; CIPD, 2006b; Perrin, 2003). This terminological confusion can be traced back to the often-misrepresented views of the father of the field. It is defined by Kahn (1990) as the binding and connection of a worker with his or her job. Kahn (1990) elaborated the constituents of employee engagement. The first constituent reflects workers' satisfaction with their job and the value addition of this job in their personal life. Second constituent reflects the perception of the people about their job role. The third constituent is based on the concept of work recognition and admiration and constructive response resulting in a sense of being valued in the organization.

Schaufeli et al. (2002) corroborated that the concept of engagement at work is connected with workers' level of vigor, dedication and absorption. As stated by researchers, there are multiple ways through which the conceptualization of engagement is done; however, the outcomes are disjointed as the researchers have very often continued the work of other researchers hence resulting in no formally recognized explanation of workforce engagement (Christensen Hughes & Rog, 2008; Christian, Garza, & Slaughter, 2011). For the purpose of this study researcher considered the term employee engagement or workforce engagement or staff engagement and espoused the definition proposed by Gibson (2006). Gibson (2006) defined it as a connection between a worker and his or her work, company, line manager and his or her peer group that entails him or her to go an extra mile.

Multiple researchers explained that workforce engagement is the collaboration of workers commitment, connection and behavioral aftermaths(Gibson, 2006; Shuck & Wollard, 2010). If the workers are mindful of vision and their job task in the

environmental setting, then they are considered engaged. As further explained by Fred and Suzanne (2002), a worker has emotionally connected once he or she has significant binding and care for others in the organization.

In order to review the third component of behavioral aftermath, the following behaviors were found in the academic and consulting literatures:

- Say – Workers are positive about the company while talking to other members and peer group and they recommend prospective customers and employees to the company.
- Stay – Workers intend to stay with the company for a long period of time and have no intention to leave the company even if they have an opportunity outside the company.
- Strive – Whenever required by the company, the worker gives additional time and energy and guides other members of the team.

After reviewing literature researcher understand that implications of all behavioral outcomes (say, stay and strive) at the same time is under researched area. A few researchers like Executive (2007) stated that only say and strive are the key behaviors; however, Fine, Horowitz, Weigler, and Basis (2010) stated that the essential behaviors are stay and strive.

2.6 Job Engagement

Schaufeli et al. (2002) suggested that job engagement is a description of operational engagement encompassing an emotional condition. Connected and linked workers have binding with their job tasks. It permits workers to take care of the needs of job tasks. Engagement Scale proposed by Utrecht is a technique to gauge commitment with the task. Bakker and Demerouti (2008) pointed out that engaged workers generate their own

optimistic response, like acknowledgment or successfulness, they explain exhaustion to be a pleasurable condition owing to constructive achievements and take pleasure in outside activities. Schaufeli et al. (2002) stated that in the work setting, workers undergo three concepts that help engagement: vigor, absorption and dedication.

The first component in job engagement is vigor. Vigor as described by Schaufeli et al. (2002) is an elevated extent of energy and forcefulness while performing. A worker has to demonstrate determination in all conditions. Absorption is another key component in job engagement. It is all about workers' attention to their job. In such cases, it is hard to remove a worker from the work or task. Dedication is another core component of job engagement. In such cases workers are passionate about their job and feel honor in their job task. Schaufeli et al. (2002) stated that workers demonstrating commitment have a greater level of association. Bakker and Demerouti (2008) believed that personnel can tackle variation in the work setting. If workers in an organization are not connected, then the workforce will be disengaged. Worker engagement and disengagement was elaborated in Kahn (1990) theory of personal engagement. Let us study worker disengagement in brief.

2.7 Employee Disengagement

A worker at the workplace who is not connected and linked with his or her line manager or company is considered a disengaged worker. As explained by Meyer, Stanley, and Parfyonova (2012), such workers badly affect the performance of the organization. The theory pertaining to personal engagement also depicts the negative aspects of disconnected workers (Richman, 2006). If an organization took the necessary steps to

decrease disconnected employees, then it would bring positive results for the organization in terms of more output and better margins. Further, researchers have stated the elements that encourage worker/employee engagement to avoid employee disengagement.

2.8 Elements that Encourage Employee Engagement

Workforce engagement has been elaborated by academia as well as industry. Researcher has elaborated elements that encourage workforce engagement (Kahn, 1990; Meyer et al., 2012).

2.8.1 Organizational Commitment

Organizational commitment serves as the basis of workforce engagement. It has varied constituents namely desire, need and obligation. As explained by Meyer and Allen (1991), the effectiveness of an employee comes while practicing all the above-stated constituents. It relates to employees' emotional connect with their company and job and their association with their peer group. In the organizational environment affective commitment is vital as it relates to a worker's promise to work for his or her organization for a long period of time. When workers emotionally associate themselves with a company they actually take the initial step in agreeing to deliver their best at the workplace. According to Meyer and Allen (1991), the next thing that hinders commitment from the worker toward the company is the cost of doing a job. It has a vital role as the worker has to decide to work with the company or not. A worker's emotional connect with the company generates an option for the worker to stay happy

and gratified in his or her jobs and contribute better to the company (Gong, Law, Chang, & Xin, 2009).

According to Carleton (2011), it is very important for the company to work on employee retention as it helps the company to develop better. A company needs to guarantee that it has the right pool of people who have the required knowledge and skills to compete in the market. This only happens when workers and organization at the same time feel positive and see the opportunity of staying together.

As stated by Meyer and Allen (1991), another hurdle a worker sees in his or her emotional binding is stress and the gravity a worker experiences while joining the company. According to Meyer et al. (2012), gravity that serve as a tool to enhance worker emotional connect helps in producing a more engaged workforce. Knowing the benefits of engaging workers with the company helps in doing more about connecting the workers with the company. White (2008) found that around 20% of workers were not engaged, around 50% were moderately connected and around 30% were fully connected and engaged. Villar and Albertin (2010) observed that 20% of workers were not engaged, 26% emerged as connected and 54% were found to be unsure about the job tasks in the company. Kennedy and Daim (2010) found that 23% of workers were disconnected from their role in a company.

In all such cases where the company experiences poor emotional connect there is a more disengaged workforce. Attridge (2009) reported that 66% of workers are not connected; hence, they do not deliver their best for the company. Attridge (2009) also witnessed that companies with a more engaged workforce performed far better than companies

with more disengaged employees. Organizations that have more disengaged workers are comparatively less competitive and organizations with more engaged workers are more competitive. According to Attridge (2009), 31% of the disconnected workers felt that they had an influence on the quality of work produced by the organization. In order to make sure the company has a more connected and linked workforce, the people in leading roles should hold the skill set required to enhance employees' emotional connect hence engagement with the company.

2.8.2 Self-related employability

As defined by Marais and Perkins (2012) it is about the output and limited commitment of workers. There are varied classes of self-related employability. First of all, quantitative self-related employability reflects acuity about number of career openings. Second is qualitative self-related employability which reflects acuity about hierarchy. Third is internal self-related employability as explained by De Cuyper and De Witte (2011), which reflects the workers' acuity about the job openings inside the company whereas external self-related employability shows worker acuity about career options outside the company. As the worker observes good job options in external as well as qualitative self-related employability, it results in a disengaged worker. In order to retain workers while increasing their connection with the company, people in leading roles should initiate actions that lead to more employee connections.

2.8.3 Dispositional Measure of Employability

It is a pool of special variations that impacts worker adaptability to his or her job and task. It is observed from the literature that work output, job gratification,

transformational leadership and self-assessment are considered the main outlooks. Hence, they are considerably associated with acuity of personal and work gratification and output. As narrated by Fugate, Prussia, and Kinicki (2012), these dispositions have significance pertaining to work and workplace. If the stated measures are effectively managed then the probability of having more engaged and connected workers will be increase. Workers' level of engagement depends on how they are treated by their supervisors in the leading role. Leadership style will be the determinant of employee engagement at the workplace. Hence the role of leader is the deciding factor.

2.9 Leadership Role in Employee Engagement

Employee engagement and the importance of the leader–follower relationship is under researched area in organizational context. According to Lichtenstein and Plowman (2009), in today's era companies run a complex machine because the place of work is dynamic and old styles of leadership are being eliminated. Zhang (2011) reported that there is relationship between leadership styles and employee engagement. Old styles of leadership were left behind and new styles, such as organic, visionary, participative, servant and transactional styles of leadership, took their place.

This change in leadership styles supported people in the leading role to make necessary adjustments in order to improve and enhance cooperation and collaboration. People in the leadership role who have emotional intelligence are the ones who are able to work on the growth and development of their workers, create a learning environment, stay flexible and are considered more reliable in terms of workforce connection and engagement. As stated by Kainen (2010), the ability to adapt things has enabled leaders

to organize their workers in such a way that they see new prospects. Further elaborated by Hong, Catano, and Liao (2011), people in a leadership role who have more insight about emotional intelligence do considerably well in relaxing the environment and encouraging disconnected workers. It is the job of the leaders in a company to understand the attitudes and behaviors of workers in detail to get the best out of them and to keep them fully linked and involved with the company.

2.9.1 Appreciative Inquiry

This technique is gaining weight in today's dynamic environment as it is based on the way the people perceive things and then investigate new things that can deliver best to the company. It should be the preference of all the leaders at work in developing new leaders. According to Ferris (2009), a four-dimensional model assists worker to better evaluate the speed of change. This is possible with cooperation as it might generate options to accomplish tasks efficiently and effectively. Appreciative inquiry serves as a technique to be capitalized on by leaders in companies to grow seasoned professionals who are capable of handling change management in the company.

Collaboration is only possible when there is a culture of sharing ideas and thoughts with each other in the company. Organizations need to inculcate such a setting because it results in more involved and connected workers, which brings increased margins for the business. As narrated by Shetty (2010), novelty is the core aspect of change. It is the role of the people in leadership positions to support workers in accepting change. As an outcome, the effectiveness of the workers will be enhanced, and workers will remain involved and connected with the company. In order to better understand the change

aspect, leaders should keenly observe the patterns of behavior and attitudes. It is well understood that for continuous growth and betterment, leaders should look for innovations and then implement them to get enhanced results.

As explained by Isern and Pung (2007) as a result of a study, 38% of creative ideas are successful. 30% considered it to be a continuous source of growth and development. They also reported that almost 70% of new ideas fail. During the course of studying change it is also observed that workers' negative reaction toward change creates disengagement. As witnessed by Bell, Gomez, and Kessler (2008), the negative reaction of the people toward change is due to the fact that it brings change to the normal process in practice. Hence researcher can say that there are strong relations between innovativeness and change. Workers' reaction should be visible in terms of their adverse approach. As stated by Erwin and Garman (2010), adverse feedback is transmittable hence adverse feedback creates obstacles to fresh thoughts and ideas.

Leaders need to comprehend that as the advancement in technology continuous, change will continue. Managers in a leading role need to match the pace of development on the technological side to capture and nurture the change; if this is not done, then this enhancement on the technological side will continue to boom and the environment in the organization will be depleted and, in this case, it will bring down workers' level of engagement at the workplace. It is also not necessary that workers should be well equipped with a process before a new one comes in.

It is getting tough to manage the frequency of transformation. Nowadays, primacies of the tasks are changing. As narrated by Skarzynski and Rufat-Latre (2011), there is a dire

need to enhance the quality and decrease the cost. As explained by Georgantzas and Katsamakos (2007) firms that propose over eighty percent competitiveness have considered as disrupters. In such cases the products carrying enhanced quality and lesser prices create an attraction. Managers in the leading role should adjust their road map to move forward to face the bright side of upcoming business organization.

In today's world it is not easy to tackle change. Leaders in a company need to understand the importance of change and be elastic so they can adapt to change quickly and convey the same to their team members. According to Powell Jr (2007), unsuccessful leaders can have a hostile workforce connection that will bring negative consequences for business output and at the same time sales will decline. As narrated by Senge, Smith, Kruschwitz, Laur, and Schley (2008), leaders need to comprehend change as it is mandatory to know that there is a regular enhancement process in place. Not catching up with things will result in reduced business output.

2.9.2 Continuous Improvement

Multiple businesses that have faced losses and downturn in the recent era have improved themselves through multiple process enhancement tools and techniques. This will not work unless the people fully own and understand these tools and techniques. Every employee who has practiced change will see its usefulness for him or her as well as for the company. Managers in the leading role need to give monetary and non-monetary benefits to employees to follow the change and implement it.

According to Farris, Van Aken, Doolen, and Worley (2009), every employee be it a staff member or a person in the leading role needs to find out how they can add value

thorough betterment of process. Multiplicities of ideas help in the development and provisioning of detailed explanations of the concerns. As witnessed by Abdel-Hadi (2012), workers in organizations might develop their own visions and directions following their success stories related to previous years.

McConnell, Nunnally, and McGarvey (2011) explained that differences in work tasks have led to a decrease in mistakes and less likelihood of having to redo a task. Decreasing the redo of a task saves material cost as well as labor cost. Change in a company is impossible if the acuity about change is not positive. As corroborated by Saparnis, Bersenaite, and Saparniene (2009), the capital that an organization spends on a worker will get a return of thirty three times the investment in return. Working on building star performers by the organization will contribute to better and more output and less redoing. Although technological advancement has changed the pace of events, if the workers work effectively then the situation will be coped with.

It is all about process management; starting from the development of a new process or betterment of the existing process. Leaders should assist in making it easy to understand and avoid duplication. Managers in the leading role need to review the attitude prospect and leadership style to see how they impact workers and ultimately the business results and researcher is well aware of the fact that inefficiency in attitude of workers will generate worse business numbers and vice versa.

2.10 Perceived Leadership Styles and Employee Engagement

According to Nickels et al. (2008), studies on leadership styles, attributes and attitudes are not trustworthy. Leadership style holds the key role in employee engagement

(Young, 2014). As stated by Oshagbemi and Ocholi (2006), varied paradigms of leadership demonstrate varied behaviors. Various researched have constructed the effectiveness of leadership styles and behaviors (G. C. Avery, 2004; Drath, 2001; Isaac Mostovicz et al., 2009; Yukl, 2009). Further, styles of leadership vary as per the capability and expertise of the person (Mohammad Mosadegh Rad & Hossein Yarmohammadian, 2006). Leadership is not keeping followers in your team, but it is the way of dealing with them (Fisk, 2010). Leadership approaches have varied from leader-focused to follower-focused approaches. It is the utmost responsibility of a leader to take care of his or her followers' expectations. Okechukwu Ethelbert Amah and Sese (2018) validated that leadership style is the main driver of employee engagement.

Zhang (2011) researched the relationship between leadership style and employee engagement and motivation and validated that there is relationship between varied leadership style and employee engagement. As validated by O Neal and Gebauer (2006), the key component of workforce engagement is leadership. As witnessed by Wellins and Concelman (2005), the traits of a leader have an impact on workforce involvement and connections. As stated by Patota et al. (2007), the workplace has workers from multiple age groups hence there are variations in their viewpoint toward the company, line manager and tasks. According to Wilson and Foltz (2005), there are variations in the way workers do their job and communicate with others.

As recommended by Lyons (2009), keeping in view connected employees, leaders should review their approach as leader toward followers. As corroborated by Corace (2007), the key focus of a leader should be employee binding. As witnessed by Trahant

(2009), the options proposed by leaders should be investigated to discover and influence workforce engagement.

Company efficiency can be observed in the way the workers are doing their job and behaving toward each other. Managers in the leading role always create influence on worker connection within the workplace. It is worth sharing here that some styles of leadership are more focused on quick rewards and hence termed as short term; however, others are more tilted toward a long-term perspective. The study is based on LMX theory which forms the basis of the creation of differentiated groups in the company. The theory includes every aspect except development of faith among the team members or among the coworkers.

2.11 Psychological Empowerment

Psychological empowerment is considered as 'Motivational construct having four cognitions namely meaning, competence, self-determination and impact' Spreitzer (1995). Conger and Kanungo (1988) mentioned empowerment as motivational construct. They explained empowerment as 'a process of enhancing feelings of self-efficacy among organizational members through the identification of conditions that foster powerlessness and through their removal by both formal organizational practices and informal techniques of providing efficacy information'. Lau and May (1998) narrated that positive work environment and other factors empower employees. Empowerment has strong influence on employee loyalty towards his job (Niehoff, Moorman, Blakely, & Fuller, 2001). Spreitzer (1995) narrated that job security and rewards positively impacts psychological empowerment.

It is mandatory for the organization to empower employees so that they can respond well to the environment. Once employees feel empowered, they will be able to contribute more and remain more productive for the organization. As stated by Liden, Wayne, and Sparrowe (2000) individual and organizational results are favorably influenced by psychological empowered workers. It is further witnessed by Albrecht and Andreetta (2011) that psychological empowerment has positive impact on employee engagement and employee commitment towards his work and job. According to Avolio, Zhu, Koh, and Bhatia (2004), in western context, psychological empowerment has positively contributed in ruling the workers minds and hearts resulting into worker performance. However, in Asian context psychological empowerment is still under researched (Bordin, Bartram, & Casimir, 2006).

2.12 A Brief Profile of Pakistan

Pakistan is a country which is officially known as the Islamic Republic of Pakistan; it appeared on the map of the world on 14 August 1947. Pakistan is in the heart of South Asia and connects two super powers of the world by road and by sea. India is in the east, China is in the north east, Afghanistan is in the west, Iran is in the south-west and Arabian Sea is in the south. It is the 36th largest country in the world in terms of area with area coverage of 796,096 square kilometers. Pakistan consists of four provinces namely Punjab, Sind, Khyber Pakhtoon Khwah (KPK) and Baluchistan and has four federal territories namely Islamabad capital territory, Gilgit-Baltistan, Kashmir and tribal areas.



Figure 2.1: Pakistan – Geographical Location

Source: Google Maps (<https://www.google.com/maps/@34.3568516,76.2034548,4z>)

Figure 2.1 is a panoramic view of Pakistan geography. The geographic location of Pakistan makes her an investment paradise and an opportunity for all countries especially for China, India, Afghanistan, Iran, UAE and Turkey. Its strategic location, with strong economic and demographic indicators, with a population of 207.7 million and with political stability, reflects Pakistan as country of opportunities.

Pakistan is now an emerging industrial economy in the world and has a back bone of agriculture economy. In terms of purchasing power, the country marks itself as 26th largest economy in the world and in terms of nominal gross domestic product (GDP), the country has marked itself as 45th largest and growing economy in the world. Although Pakistan is a developing country, it is one of the N-11 (Next eleven) economies of the world. Regarding exports, Pakistan is the 70th largest economy in the world and in terms of complexity it is the 89th complex economy in the world (index, 2013).

Pakistan has exports of 28.2 billion dollars and imports of 44.8 billion US dollars. As of 2016, Pakistan has an estimated GDP (nominal) of 271 billion US dollars making it the 41st largest economy in the world and 2nd largest in south Asia. Pakistan's per capita GDP (nominal) is estimated at 1,197 US dollars. The initiative of a one road-one belt project with China, which forms a China–Pakistan Economic Corridor (CPEC), has resulted in \$51 billion projects in Pakistan. These projects are primarily for energy and infrastructure development in Pakistan including 1100 km Lahore–Karachi motorway, development of Gwadar port and Gwadar City, Karachi–Peshawar railway line, connection of Pakistan railway network to China and one of the world largest solar energy plants. This corridor has projected approximately 700,000 new jobs and an addition of 2–2.5% in GDP growth rate. CPEC has changed the picture of Pakistan on the map of the world.

Pakistan is a dynamic country that has a population of 207.7 million (PPC, 2017) which is almost 2.6% population of the world making Pakistan the 6th populous country in the world with a growth rate of 2.40%. The country is known as a young nation, having an average age of 22 years; Pakistan has 104 million people under the age of 30 and around 35% of the population is under the age of 15. Pakistan has an estimated 40 million people that belong to middle class. It is predicted that by 2050, the Pakistan economy would grow 15 times what it is today (Sachs, 2014).

The Pakistan economy is in transition from mainly agriculture to a service-based economy hence creating potential for service sector to grow and excel. The service sector has emerged as the main driver of the economy contributing 57.7% to GDP. Like other developing countries, Pakistan is also a consumption-oriented economy and most

of its income (up to 70%) is consumed hence creating potential for retailers to grow and expand in the country both in food as well as non-food.

2.13 Overview of Retail Sector of Pakistan

Pakistan retail market size is calculated as USD 152 billion, at an average growth rate of 8% (Retail, 2016). Corroborating the fact, Business Recorder (2012) stated that the economy of Pakistan is included in next emerging economies in the world and has enormous prospective development in the retail sector.

A report published by Euromonitor (2003) shared a lot of information regarding the retail sector and has claimed market size of 2.4 million stores from 2.2 million business entities. Most of the retail stores in Pakistan are family run and owned. However, there are two multinational stores and two public stores (one store run by the state and other is run by the armed forces). Regarding the region-wise share in retail sales, the report corroborated that 60% of retail sales come from the province of Punjab and the remaining 40% come from the other three provinces and four territories. While sharing the notes on share of food and non-food in retail sales, the report stated food had a 73% share and non-food had a 27% share. Also, the report stated that 8.4 million employees are associated with retail sector in Pakistan (ADB, 2017).

The importance of the dynamic retail sector of Pakistan can be measured through its contribution to the GDP of Pakistan. As stated by Pakistan Bureau of Statistics (2011–12), the retail sector has contributed 18% to the GDP of Pakistan. As mentioned by PPC (2017), Pakistan has a population of 207.7 million people and a retail store population of around 2 million out of which 0.8 million consisted of food stores specially known

as fast moving consumer goods stores or general/kiryana stores (Business Recorder, 2012).

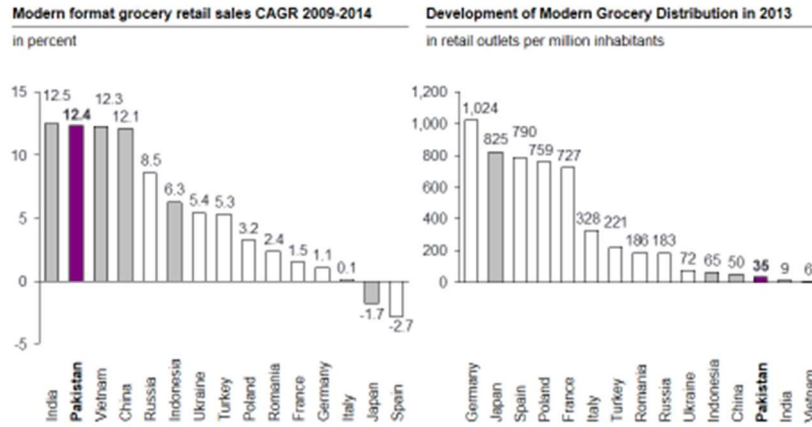


Figure 2.2: Modern Grocery Retail Sales and Distribution

CAGR, cumulative average growth rate. Source: (Company, 2014; Euromonitor, 2014)

Figure 2.2 is about modern format grocery stores and shows cumulative average growth rate of 12.4% during the period 2009–2014 which has made Pakistan one of the top countries in terms of growth in food (grocery) retail sector. The opportunity is so nourishing that a lot of local single retail stores are now becoming a chain of stores. Also, as per number of retail outlets per million inhabitants, Pakistan has only 35 retail grocery stores (as of 2013), which is too low in comparison with Germany or Japan where approximately 1000 grocery stores are available per million inhabitants. This shows there is huge opportunity today and, in the years, to come in the retail sector.

Going into more depth for retail formats in Pakistan, being a developing country 98% of retail is still unorganized; however, the share of organized retail is growing every

year. The trend in the share of organized retail in other countries like China, Indonesia, Thailand, Malaysia, Taiwan and USA ranges from 20% to 85%. Countries like India have 5% organized retail share, which is closer to Pakistan. However, in developed countries like the USA the share of organized retail is 85% and in developing countries like China the share is 20%. Hence, there is huge potential of growth in the organized retail sector of Pakistan.

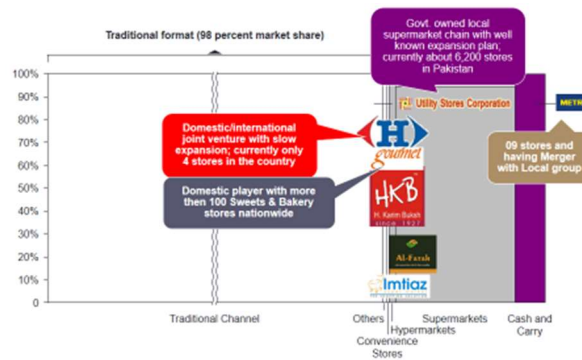


Figure 2.3: Major Retail Players in Pakistan
Source: Retail (2015)

Figure 2.3 indicates that four organized players currently exploit the huge market potential in Pakistan: METRO Pakistan, Hyperstar, Utility Stores Corporation (USC) and Gourmet. Imtiaz, Al-Fatah has been emerging as superstore chains in Pakistan. However, 98% of the market share is still of the traditional format.

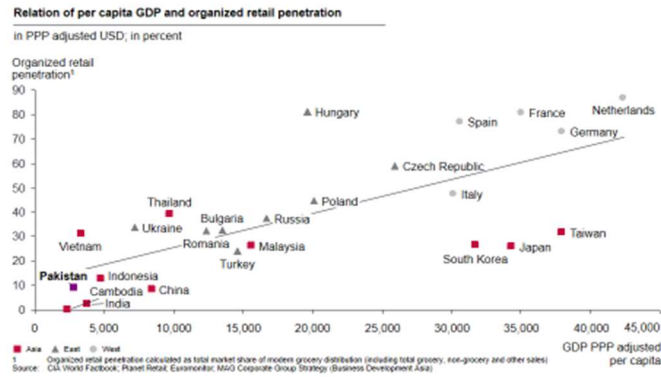


Figure 2.4: Per Capital GDP and Organized Retail Penetration

Source: (Euromonitor, 2015; Factbook, 2015; Retail, 2015)

In Figure 2.4, researcher is analyzing Pakistan in relation to GDP per capita and penetration of organized retail sector. Pakistan is almost the lowest in terms of GDP per capita and organized retail penetration. There is enormous opportunity in terms of organized retail penetration in Pakistan as GDP per capita is growing every year. Therefore, growth in retail penetration is a must. It is evident that international companies like Metro group (also known as Metro-Habib Cash & Carry Pakistan) and Hyperstar (also known as Carrefour) have stepped into the country and plan to grow their retail base in Pakistan. In the last few years, both the companies have together opened 13 stores and are expanding. The Metro group, is projected to build thirty stores in Pakistan, has decided to open one more store in the year 2017 (Hyperstar, 2016; News, 2013). Metro also aims to open 700 franchise stores in Pakistan by 2020.

In parallel to international companies, the government of Pakistan is contributing to the development of organized retail and has a massive expansion of retail stores named USC to serve the people of the country by providing them subsidized commodities and

other food items at competitive prices. The USC has opened 5939 retail stores throughout the country (Corporation, 2017) and this number has been growing every year. With this step, the government is subsidizing people and competitive products and making a huge contribution in producing organized retail throughout Pakistan in urban as well as rural areas.

Another public sector organized retail network, the ‘Canteen Stores Department’ (CSD), is working very efficiently in the country. CSD was established with the prime objective to serve military people throughout Pakistan with competitive and subsidized products. Currently CSD has 109 stores (CSD, 2017) of different sizes from mobile store to supermarket. Later, these stores will start to serve civilians (walk-in customers) too. The stores have been growing in number hence contributing to customers in all the cantonment areas of Pakistan. The retail sector of Pakistan has just kicked in and there are huge growth opportunities.

2.14 Chain of Retail Outlets

The organized retail sector has been flourishing in Pakistan. Other than the multinationals store and government run stores, national and regional players have emerged and are expanding rapidly in the country.

Gourmet Foods (2016) started its bakery and sweets retail stores operations in Pakistan a few years back and now has over 120 bakery and sweets retail stores. Nurturing the retail potential, the Gourmet entered furniture retail stores, restaurants and retail pharmacies markets. Further, the company has been expanding its wings and is also entering into fuel stations retail.

In the sweets, confectionary and bakery retail sector there are other organized retail chains namely 'Doce' sweets and confectionary, 'Cakes & Bakes', 'Shezan' bakery and confectionary, 'Butt' sweets and bakery, 'Bundu Khan' sweets and bakers, 'Jalal Sons', 'Masooms', 'Bread & Beyond', 'Rahat Bakery', 'Costare', 'Kitchen Cuisine', 'Malmo' and a lot more.

Organized grocery retail stores have been growing very fast in the country. 'Al-Fateh', a family run store has been running with five stores; 'Imtiaz' supermarket has been operating a chain of six stores; 'chase up' has been operating a chain of six stores with different names such as Chase, Chase value and Omega Chase; 'Aghas' has been running two stores; 'Naheeds' has been operating two stores; 'HKB' has been working with six stores (four superstores and two express stores); 'Punjab' cash and carry (C&C) has been operating eight stores; 'Madina' C&C has been running three stores; 'Rainbow' C&C has two stores; 'Green Valley' has been working with three stores and so on. Still one can easily observe that the number of stores of each company is relatively very small as compared to the companies running many stores internationally.

In the non-food segment, two sectors namely shoes (footwear) and textile (apparel) have really emerged in the last few years and their growth in retail store openings is commendable. The situation in footwear retail stores is: 'Bata' is operating with over 400 stores; 'Servis' is running with over 450 stores; 'Stylo' is operating with 68 stores; 'Metro shoes' is working with 43 stores; 'Hush puppies' is running with forty stores; 'Ehsan Chappel' Store (also known as ECS) is operating with 33 stores; 'Favya' shoes is operating with 19 stores; 'Borjon' is running 88 stores, 'Urban sole' is operating 34 stores and so on. There are numerous players in this segment, and it is growing well

with pace and has future potential too. The organized sector of textile (apparel) retail stores is rapidly taking its share as customers' lifestyle and usage patterns are changing. The situation in the apparel retail stores is: 'Khaadi' is running 36 stores; Bonanza has 45 Stores; Uniworth has 26 stores; Royal Tag is running 15 retail stores; Saphaire has 5 stores; Warda is running 72 stores; Bareeze is operating with 61 stores; Kayseria has 57 stores; Al Karam is running 24 stores; Ideas by Gul Ahmed has 61 stores; Nishat has 56 stores, Chen One has 22 stores; Minnie Minor has 68 stores; Cross Road is operating with 26 stores; Levis is operating with 40 stores; Origins has 60 stores; Hang ten has 33 stores; Eden robe has 47 stores; Limelight has 38 stores; Outfitters is running 32 stores; Diners is operating 10 stores; Rang Ja has 18 stores; Breakout is running 60 stores; Charcole is operating with 23 stores; Maria B has 10 stores; Cambridge is running 34 stores; Almirah is operating with 15 stores and so on. There are a lot of other mushroom brands in this segment of the industry and it is one of the fastest in the journey of transformation from unorganized to organized sector.

Another segment that has been getting a lot of organized retail attention is pharmacy chain stores. There are many players in this area, namely 'Clinix', 'Servaid', 'Zaka Pharmacy', 'D-Watson', 'Fazal din', 'Gourmet' and a lot more. Most of chains of pharmacy stores are in urban areas especially in tier one cities hence they have huge potential for growth in tier two cities and rural areas too.

2.15 Leader–Member Exchange (LMX) Theory

This research study is based on leader-member exchange theory also known as vertical dyad linkage theory. Leader-member exchange theory is relationship-based approach to

leadership that is focused on dyadic relationship between leaders and members (Liden & Graen, 1980). This theory has its foundation in the excellence of relationship between leader and member. In this study, researcher is investigating the relationship between various leadership styles as independent variable and employee engagement as dependent variable hence both independent and dependent variable have conceptualized based on LXM theory. LXM theory is an exceptional theory of leadership as compare to behavioral leadership theories that focus on what leader do.

LMX theory strongly based on the supposition that leader influence employees through the quality of the relationship they develop with the employees. Due to LXM theory popularity in the leadership studies, theory served as basis of over 600 articles as of December 2013 (Bauer & Erdogan, 2015). Another common tendency with LXM studies is to measure LXM quality from employee perspective. It has validated through review article, that from 1985 to 2009, 83% of all LXM studies captured the employee perspective (Hiller, DeChurch, Murase, & Doty, 2011).

Effective leaders are connected and linked with their members or workers; hence, they have positive relationship with employees (members) resulting in more gratification, higher accountability and more empowerment. In this case, employees (members) see themselves as part of the big picture. As stated by G. Graen and Schiemann (1978), faith and esteem between leader and member is the outcome of quality of exchange.

On the other side, leaders that grant less accountability, less empowerment and where members feel less gratification; such leaders have no connections and low engagement with their employees (members or workers), hence, they have negative relationship. In

this case, members (employees) feel themselves to be outsiders and have no or poor knowledge of the bigger picture. As written by G. Graen and Schiemann (1978), an ineffective relation is the consequence of a quality exchange that is mid-to-low.

2.16 Hypotheses Development

Based on literature and underpinning theory, researcher has developed the hypotheses with literature evidence explaining relationship between variables in other context or/and the directions given by other researcher to study the relationship between leader and follower (employee). The following research hypotheses are developed based on literature addressing to research questions:

H₁: There is negative relationship between classical leadership style and employee engagement.

Classical leader dictates the employee towards a goal (G. C. Avery, 2004). In the classical style of leadership, leaders establish distance from the team members or workers, which results in a low level of communication and ultimately low engagement (Zhang, 2011). Classical style of leadership in which decisions are controlled and managed by the leader not followers. G. C. Avery (2004) stated that leaders with classical behavior are commanding and directing, hence, control lies with the leader. As stated by McLain and Hackman (1999), control is closely connected to risk which results in low level of trust and low engagement. An essential constituent of classical style of leadership is control, which is closely connected to risk which results in a low level of trust (Zhang, 2011). Hence, under classical style of leadership a low level of

integrity and trust is observed. The operations in the organization become monotonous and foreseeable under classical leaders.

Hence, the worker gets bored with the assigned job which is contrary to involving and rich work. There is no emotional connection between the leader and the worker; relationship at work is more influential and culture at the workplace is more rigid. Hence the leaders following classical style are less sympathetic and less supportive in nature. Under the classical style, workers have no authority as they are controlled and directed by the leader. Hence, the worker under such leaders hardly expects growth and development prospects in the job. Therefore, this leadership style demonstrates low job growth prospects. Also, under this style of leader, the workers have limited authority and group performance answerability lies with the leader; hence, workers' contribution is not significant and their participation in business goals, objectives and success is low.

The studies on relationship between customer and worker gratification and business results under classical leaders are very rare. Hence it is found that there is no direct connection between the stated style of leader and workers' pride in the company. Under the authoritative style of leadership, less trained, less experienced and less qualified workers get the job. In this case experienced and professional affiliate are hard to find as trust level on abilities of each other is low and goal is more short term. Hence less sympathetic coworkers and affiliates are found in classical styles of leadership. All the above-mentioned prognosticate low level of workforce engagement and led to the above proposed hypothesis. As mentioned by G. C. Avery (2004), under classical style of leadership, the workers have limited authority and group performance answerability lies with the leader, hence, workers' contribution is not significant and their engagement is

low. Under classical paradigm, negative relationships with performance and engagement are commonly reported (Chen, Eberly, Chiang, Farh, & Cheng, 2014).

H₂: There is positive relationship between transactional leadership style and employee engagement.

G. C. Avery (2004) narrated that transactional leaders carry out transactional relationships with the workforce. In this case, leaders involve themselves in negotiations with followers, and inspire and influence them to accomplish a task and get things in return (Zhang, 2011). Transactional leadership is based on exchange of relationship between leader and worker by using reward and punishment (Bernard M Bass & Riggio, 2006). Such leaders have a transactional relationship with the workforce. Leaders involve themselves in negotiations with followers and inspire and influence them to accomplish a job task and get things in return. In various contexts researcher showed that, transactional leaders can have positive relationship with employees; as reward are source of attraction and engagement (Harackiewicz & Manderlink, 1984) especially if the rewards are of high value (Hargis et al., 2011).

H₃: There is positive relationship between visionary leadership style and employee engagement.

Visionary leaders focus on cooperation. In this case, problems are discussed with employees and opinions are heard. Employees are consulted to conclude the issues with consent (Zhang, 2011). This style of leadership results in extensive and open communication. Honesty, impartiality and trustworthiness are key physiognomies of visionary leaders. Many researchers claimed that employees will carry a high

engagement level if they have been fully involved in accomplishing the assigned task (Corace, 2007; Executive, 2007). Visionary leaders are role models and trust are massively cultivated (Zhang, 2011).

Therefore, visionary leaders demonstrate a high level of trust. As explained by Barbera et al. (2009), tasks and actions that are social in nature help leaders to develop the team. Visionary leaders provide meaning and challenges. A cooperative style is embraced by visionary leaders resulting in consensus on decisions. Sometimes, workers sense their growth prospects in an organization lead by visionary leaders. It can be due to the fact stated that visionary managers have to put in sincere efforts and invest time and energy in workers in order to grow and develop them in the time to come (CIPD, 2007; Craig & Silverstone, 2010; Trahan, 2009).

A common vision is followed by workers in this scenario. Hence in the physiognomy of visionary leadership, workers have high involvement in their job. Visionary leadership has resulted into higher employee engagement (Bakker & Demerouti, 2008; Christian et al., 2011; Karatepe, Beirami, Bouzari, & Safavi, 2014). Visionary leaders are sympathetic, encouraging and motivational. Workers in these organizations have trust and are faithful to such line managers. It is about a strong binding between the worker and the line manager and it is strongly and certainly connected to a sympathetic leader (G. C. Avery, 2004). Evidently, under visionary style of leadership, there are highly sympathetic line managers.

Visionary leaders show appreciation toward workers, coach them and focus on their growth and improvement. Therefore, physiognomies of visionary leadership have high

job growth perspectives (Zhang, 2011). Visionary leaders lead employees with charisma and give meaning, purpose, and direction to employee's job tasks (Bassi & McMurrer, 2007). Visionary leaders in the organization transform the business vision to employees in such a way that the workers are aware of the tasks assigned to them and their expected outcomes. Researchers established that visionary leaders are sympathetic, encouraging and motivational (Spinelli, 2006).

According to Epitropaki and Martin (2005), visionary leaders provide meaning and challenge. Workers in organizations have trust and faith in such line managers. As instilled by Martin and Bush (2006), it is about strong binding between the worker and the line manager and it is strongly and certainly connected to sympathetic leaders (Liaw, Chi, & Chuang, 2010).

The followers of visionary leaders are committed and convinced to deliver for the advantage of the business. Hence under such leaders the workers deliver a high contribution toward the goals and objectives of the business. G. C. Avery (2004) claimed that visionary leaders show appreciation toward workers, coach them (Bernard M. Bass, 1985), and focus on their growth and improvement (Martin & Bush, 2006). As the workers are gratified it means the organization is doing well with its people. In this case the workers feel honored to be part of the company. Also, as the consumers are gratified it means they are happy with the goods and services provided by the company. In such cases, consumers also speak highly of the company. Hence it is found that workers under visionary leaders feel pride in the company (Zhang, 2011).

Professionally qualified and experienced employees are needed to achieve the bigger picture (i.e. vision). Employees who have positive connection and experiences with their organizational leaders, as found in visionary leadership styles, experience higher engagement (Bakker & Schaufeli, 2008). The supportive conduct of workers with team affiliates is mostly found under the visionary style of leadership. Hence highly sympathetic coworkers and affiliates are found in this style of leadership. Higher engagement in employees has been attributed to visionary leaders (Yasin Ghadi, Fernando, & Caputi, 2013).

H4: There is positive relationship between Organic leadership style and employee engagement.

Under organic leadership, both leaders and followers are involved in making the decisions jointly and having a consensus without having a formal leader (G. C. Avery, 2004). Common vision, shared values and culture are key physiognomies. This style of leadership results in extensive and open communication. Under such leadership, the level of trust is high, as everyone is self-managed and self-leading and trust levels are vigorous (Zhang, 2011). Hence physiognomies of organic leadership possess a high level of honesty, integrity and trust.

A self-leading workforce is found under organic style of leadership. As explained by researchers that working with qualified and supportive team affiliates always creates value for the worker (Barbera et al., 2009; Corace, 2007; Craig & Silverstone, 2010). This style of leadership believes in enticing and keeping highly trained, self-directed staff and those with self-controlling competencies. In this case, a common

understanding on decisions is observed. Under this style workers can show and grow as team leads. Hence in the physiognomy of organic leadership, a worker has high involvement in the job (Zhang, 2011). Building on the argument, Bergsteiner and Avery (2007) narrated that in organic style of leadership, trust levels are vigorous. Hence physiognomies of organic leadership possess high levels of honesty, integrity and trust. Under the organic umbrella, a bundle of job growth perspectives is provided to workers.

Staff has the freedom to equip themselves with varied skills and experiences to bring themselves up to the level of acceptable leadership. Therefore, physiognomies of organic leadership have high job growth perspectives. It was further narrated by G. C. Avery (2004), that such employees can ascertain and solve issues and make conclusions in the favor of the business. Hence, the workers deliver a high contribution toward goals and objectives of the business. Workers under organic leadership are like cooperative associates that are self-managing and self-directing so they themselves think, decide and act considering the best for the business (Zhang et al., 2014). Such employees can ascertain and solve issues and make conclusions in the favor of the business.

Hence, the workers deliver a high contribution toward the goals and objectives of the business. In this case the workers feel honored to be part of the company. Also, as the consumers are gratified it means they are happy with the goods and services provided by the company. In such cases consumers also speak high of the company. Hence it is found that workers under organic leaders feel pride in the company. The responsibilities and assignments of the people are not directive and authoritative hence highly sympathetic coworkers and affiliates are the physiognomy of this leadership style (Rothschild-Whitt & Whitt, 1986). According to G. C. Avery (2004), under organic

leadership both leaders and followers are involved in making the decisions jointly and have a consensus without having a formal leader. The responsibilities and assignments of the people are not directive and authoritative hence highly sympathetic coworkers and affiliates are the physiognomy of this leadership style.

The following hypotheses (5 – 16) address research question 2:

As explained by Heger (2007) that further investigation needs to be done on the behavioral outcomes of employee engagement. It further validated by Zhang (2011) that behavior outcomes of employee engagement need to be researched further in accordance with G. C. Avery (2004)'s leadership styles.

H5: There is negative relationship between classical leadership style and 'say' as behavioral outcome of employee engagement.

Executive (2007) stated that 'say' is one of the key behavioral outcomes of employee engagement. Organizations controlled and managed by classical have no or low input from employees in the decision making (Zhang et al., 2014) therefore employee feel no 'say' in the organization. Employees as stated by McLain and Hackman (1999), control is closely connected to risk which results in low level of trust and low engagement. The operations in the organization become monotonous and foreseeable under classical leaders. Hence the worker gets bored with the assigned job which is contrary to involving and rich work. There is no emotional connection between the leader and the worker; relationship at work is more influential and culture at the workplace is more rigid. Hence the leaders following classical style are less sympathetic and less supportive in nature (Zhang et al., 2014).

H6: There is positive relationship between transactional leadership style and ‘say’ as behavioral outcome of employee engagement.

Transactional leaders have transactional relationship with the employees (G. C. Avery, 2004). Leaders involve followers in negotiations and encourage them to accomplish a task and get things in return (Zhang, 2011). As stated by Harackiewicz and Manderlink (1984), reward creates attraction for the employees and employee ‘say’ positive about the organization. Transactional leadership is based on exchange of relationship between leader and worker by using reward (Bernard M Bass & Riggio, 2006). It is further validated by Hargis et al. (2011) that transactional leaders can have positive relationship with employees; as high reward are source of attraction and engagement and employees recommend prospective clients and employees to the organization.

H7: There is positive relationship between visionary leadership style and ‘say’ as behavioral outcome of employee engagement.

Visionary style of leadership results in extensive and open communication. Employee speak high of the organization as they are connected at all stages. It is validated that employees will say positive about the leader and organization and carry a high engagement level if they have been fully involved in accomplishing the assigned task (Corace, 2007; D. Robinson et al., 2004; Wagner, 2006). As stated that visionary managers have to put in sincere efforts and invest time and energy in workers in order to grow and develop them in the time to come and due to this reason worker remain sincere in contributing in organizational growth and development (CIPD, 2007; Dewhurst, Guthridge, & Mohr, 2009; Trahan, 2009).

It is further validated by Karatepe et al. (2014) that visionary leadership has resulted into higher employee engagement. Visionary leaders lead employees with charisma and give meaning, purpose, and direction to employee's job tasks (B. Bass, 1990; Harms & Credé, 2010). Visionary leaders in the organization transform the business vision to employees in such a way that the workers are aware of the tasks assigned to them and their expected outcomes. The followers of visionary leaders are committed and convinced to deliver for the advantage of the business. Hence under such leaders the workers deliver a high contribution toward the goals and objectives of the business.

H₈: There is positive relationship between organic leadership style and 'say' as behavioral outcome of employee engagement.

Common vision, shared values and culture are key characteristics of organic leaders (G. C. Avery, 2004). Leaders and followers both are involved in making the decisions jointly and having a consensus without having a formal leader (G. C. Avery, 2004). A self-leading workforce is found under organic style of leadership. As explained by authors that working with qualified and supportive team affiliates always creates value for the worker (Barbera et al., 2009; Craig & Silverstone, 2010).

The responsibilities and assignments of the people are not directive and authoritative hence highly sympathetic coworkers and affiliates communicate well about the organization (Rothschild-Whitt & Whitt, 1986). Building on the argument, Bergsteiner and Avery (2007) narrated that in organic style of leadership, trust levels are vigorous. Hence physiognomies of organic leadership possess high levels of honesty, integrity and trust. It was further narrated by G. C. Avery (2004), that such employees can

ascertain and solve issues and make conclusions in the favor of the business. Hence, the workers deliver a high contribution toward goals and objectives of the business. Workers under organic leadership are like cooperative associates that are self-managing and self-directing so they themselves think, decide and act considering the best for the business (Zhang et al., 2014).

H₉: There is negative relationship between classical leadership style and ‘stay’ as behavioral outcome of employee engagement.

Fine et al. (2010) stated that the essential behavioral outcome of employee engagement is ‘stay’. Classical leaders are less sympathetic and less supportive in nature (G. C. Avery, 2004) and employees working under classical leaders do not intended to stay in the organization for the longer period. In the classical style of leadership, leaders establish distance from the team members or workers, which results in a low level of communication, low engagement and retention issues (Zhang et al., 2014). Classical style of leadership in which decisions are controlled and managed by the leader not followers. G. C. Avery (2004) stated that leaders with classical behavior are commanding and directing, hence, control lies with the leader. It is further validated by McLain and Hackman (1999) that control is closely connected to risk which results in low level of trust and low engagement.

H₁₀: There is positive relationship between transactional leadership style and ‘stay’ as behavioral outcome of employee engagement.

Vidyakala and Rani (2015) reported that transactional leadership style can result into employee engagement. It is further elaborated that transactional leader satisfies

employees needs in exchange for certain outcomes. Employee intend to stay at the organizations and feel comfortable with leaders where rewards are attractive. Transactional leadership is based on exchange of relationship between leader and worker by using reward (Bernard M Bass & Riggio, 2006). Such leaders have a transactional relationship with the workforce. G. C. Avery (2004) narrated that transactional leaders carry out transactional relationships with the workforce. In this case, leaders involve themselves in negotiations with followers, and inspire and influence them to accomplish a task and get things in return (Zhang, 2011).

Leaders involve themselves in negotiations with followers and inspire and influence them to accomplish a job task and get things in return. In various contexts researcher showed that, transactional leaders can have positive relationship with employees; as reward are source of attraction and engagement (Harackiewicz & Manderlink, 1984) especially if the rewards are of high value (Hargis et al., 2011). Transactional leaders offer performance-based rewards which encourage employee to retain with employer (Xirasagar, 2008).

H₁₁: There is positive relationship between visionary leadership style and ‘stay’ as behavioral outcome of employee engagement.

Higher engagement in employees has been attributed to visionary leaders (Yasin Ghadi et al., 2013). Vidyakala and Rani (2015) stated that visionary (transformational) leadership style can result into employee engagement. Hemdi and Nasurdin (2006) established the fact that visionary leaders have positive relationship with ‘stay’ as behavioral aftermaths of employee engagement. G. C. Avery (2004) proposed that

honesty, impartiality and trustworthiness are key physiognomies of visionary leaders. Under this style of leadership, visionary leaders are the role model and trust are massively cultivated. Therefore, visionary leaders demonstrate a high level of trust on team members. Employees tend to stay for the longer period if their leader have trust on them (Zhang, 2011).

Many researchers shared that employees will have a high engagement level if they have been fully involved in accomplishing the assigned task (Corace, 2007; Executive, 2007; Wagner, 2006). G. C. Avery (2004) claimed that visionary leaders show appreciation toward workers, coach them (Bernard M. Bass, 1985), and focus on their growth and improvement (Martin & Bush, 2006). Employees prefer to stay with the organization if they see growth opportunities. It is also validated by Barbera et al. (2009) that tasks and actions that are social in nature help leaders to develop the team. Visionary leaders provide meaning and challenges.

Sometimes, workers sense their growth prospects in an organization lead by visionary leaders. It can be due to the fact stated by researchers that visionary managers have to put in sincere efforts and invest time and energy in workers in order to grow and develop them in the time to come (CIPD, 2007; Craig & Silverstone, 2010; Dewhurst et al., 2009; Trahan, 2009). Visionary leadership has resulted into higher employee engagement (Bakker & Demerouti, 2008; Christian et al., 2011).

H₁₂: There is positive relationship between organic leadership style and ‘stay’ as behavioral outcome of employee engagement.

Joint decision making and consensus between leader and follower without having a formal leader are key attributes of organic leadership style (G. C. Avery, 2004). This style of leadership results in extensive and open communication and employee prefer to stay for longer period with such organizations. Workers under organic leadership are like cooperative associates that are self-managing and self-directing so they themselves think, decide and act considering the best for the business (Zhang et al., 2014). Such employees can ascertain and solve issues and make conclusions in the favor of the business.

H₁₃: There is negative relationship between classical leadership style and ‘strive’ as behavioral outcome of employee engagement.

Executive (2007) stated that ‘strive’ is one of the key behavioral outcomes of employee engagement. Under classical style of leadership, the workers have limited authority and group performance answerability lies with the leader, hence, workers’ contribution is not significant and their engagement is low. Employees do not involve themselves in going an extra mile for the company. Classical leaders dictate employees towards a task (G. C. Avery, 2004). In the classical style of leadership, leaders establish distance from the team members or workers, which results in a low level of communication and ultimately low engagement (Zhang, 2011).

As stated by McLain and Hackman (1999), control is closely connected to risk which results in low level of trust and low engagement. An essential constituent of classical style of leadership is control, which is closely connected to risk which results in a low

level of trust (Zhang, 2011). Hence, under classical style of leadership a low level of integrity, trust and engagement is observed.

H14: There is positive relationship between transactional leadership style and ‘strive’ as behavioral outcome of employee engagement.

Executive (2007) stated that ‘strive’ is one of key behavioral outcome of employee engagement. Performance of the followers might impact (Ball et al., 1992) working under transactional leaders. Chaudhry & Javed (2012) elaborated transactional leadership as a process based on social exchanges between leader and employees to perform a specific transaction. It is based on expected reward in return for the compliance with their effort, productivity and loyalty (Oguz, 2010). For the reward employees go an extra mile to do the assigned tasks. Unsar (2014) describes transactional leaders as leaders that make work possible through employees by adjusting their activities more proficient and developed. These leaders motivate by providing necessary material rewards and status to motivate employees and encourage them to strive for more.

H15: There is positive relationship between visionary leadership style and ‘strive’ as behavioral outcome of employee engagement.

Visionary leader focused on needs and motives of their employees and assist them to reach their maximum potential (Northouse, 2018). Employees are consulted to conclude the issues with consent (Zhang, 2011). Employees who have positive connection and experiences with their organizational leaders, as found in visionary leadership styles, experience higher engagement (Bakker & Schaufeli, 2008). The supportive conduct of

workers with team affiliates is mostly found under the visionary style of leadership. Organizations need employees who are ready to go an extra mile for the business (Okechukwu Ethelbert Amah & Sese, 2018). Hence highly sympathetic coworkers and affiliates are found in this style of leadership. Higher engagement in employees has been attributed to visionary leaders (Yasin Ghadi et al., 2013). Visionary leadership is conceptualized as a valued relationship between leader and follower instead of something a leader does to his employees (Ehrhart & Klein, 2001).

H₁₆: There is positive relationship between organic leadership style and ‘strive’ as behavioral outcome of employee engagement.

D. R. Avery et al. (2007) reported that working with qualified and supportive team affiliates always creates value for the employees and employee in return give additional time and energy to the organization. Joint decision making and consensus between leader and follower without having a formal leader are key attributes of organic leadership style (G. C. Avery, 2004). This style of leadership results in extensive and open communication and employee prefer to stay for longer period with such organizations. Workers under organic leadership are like cooperative associates that are self-managing and self-directing so they themselves think, decide and act considering the best for the business (Zhang et al., 2014). The responsibilities and assignments of the people are not directive and authoritative therefore employees guides other members whenever required (Rothschild-Whitt & Whitt, 1986).

The following hypotheses (17 – 20) address research question 3:

H17: Psychological empowerment does not moderate the relationship between classical leadership style and employee engagement.

H18: Psychological empowerment does not moderate the relationship between transactional leadership style and employee engagement.

H19: Psychological empowerment moderates the relationship between visionary leadership style and employee engagement.

H20: Psychological empowerment moderates the relationship between organic leadership style and employee engagement.

Psychological empowerment influences the relationship between leadership and employee engagement (Tomlinson, 2010). It is validated that who confirms influence on engagement. Various research studies showed that psychological empowerment effect the relationship between leadership and employee engagement and job satisfaction (Aryee & Chen, 2006). It is suggested that leadership studies should consider employees, their cognitions and their psychological states. It is also confirmed that there is a correlation between leadership and psychological empowerment. It is further suggested by Spreitzer (1995) that leaders having supportive relationships with their employees (followers) predict psychological empowerment in them.

Seibert, Wang, and Courtright (2011) shared that leadership influences psychological empowerment. It is also found that psychological empowerment predicts engagement ((De Villiers & Stander, 2011; Stander & Rothmann, 2010). De Villiers and Stander (2011) showed that there is a relationship between leader-member exchange and engagement and that it is obtained through psychological empowerment. Bordin et al.

(2006) further established that in Asian context psychological empowerment is still under researched.

2.17 Proposed Conceptual Model

In this study, the researcher is investigating the relationship between four leadership styles and employee engagement. Researcher also considered psychological empowerment as moderator to investigate the impact of moderator on the relationship between independent and dependent variables. The proposed conceptual model for this study is shown in Figure 2.5.

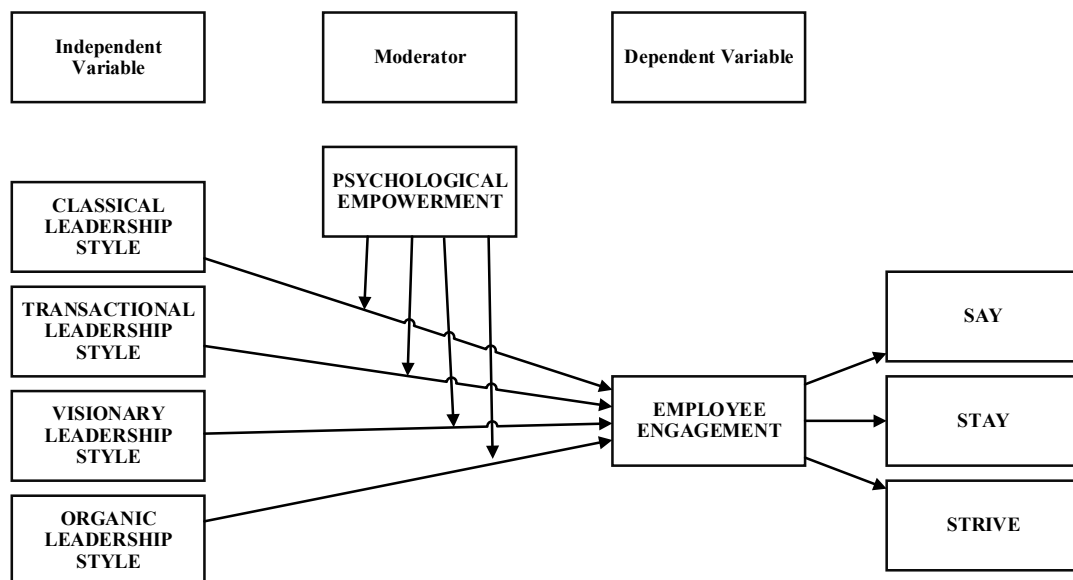


Figure 2.5: Proposed Conceptual Model

The conceptual framework of the study has independent variables (classical leadership style, transactional leadership style, visionary leadership style and organic leadership style) and dependent variable (employee engagement) from the underpinning theory of

leader–member exchange (LMX) theory. Leader-member exchange theory establishes the relationship between leader and member (employee) which the researcher intends to investigate in his study.

2.18 Chapter Summary

This chapter comprises a literature review pertaining to an overview of leadership style, employee engagement and the retail sector. Researcher summarized research documents search and then explained the concept of leadership. Several definitions of leadership emerged in the literature review. Bingham (1927), an early researcher in this subject, defined leadership as a crew carrying out actions to attain a mutual objective. With the passage of time, various definitions emerged. According to Kesby (2008), leadership engages a collaborative course between the leader and those who follow.

As indicated by Robbins et al. (2013), leadership is a capacity to persuade a whole lot of persons in the direction of an idea or a collection of targets. Such influences can be formal or informal within the organization. According to Robbins et al. (2013), formal influence takes place with the status of authority while informal influence comes about when specific duties are undertaken by a person. In order to better understand the leadership paradigms G. C. Avery (2004) suggested classical, transactional, visionary and organic style of leadership. Then researcher discussed with another researcher, Bergsteiner (2008), who proposed a leadership matrix following G. C. Avery (2004) research work.

Researcher then discussed various theories of leadership. The first review was of trait theory; the discussion of trait theory initiated in the 1880s. The early researchers, as

reported by Kao (2005), thought that leaders had certain physiognomies by birth. Researchers linked leadership with certain attributes that distinguished leaders from followers. This theory, according to Benson (2008), disagreed with trait theory in that the leaders are born with their leadership traits. Isaac Mostovicz et al. (2009) agreed that leadership study moved from particular attributes of leaders to their acts, thus putting forward that the idea that persons gain knowledge of particular physiognomies that allow leadership enhancement. The strengths and weakness of the theory were discussed.

Benson (2008) considered the contingency theories prevalent from the 1960s. Benson (2008) stated that fresh notions and factors from the previous theories were integrated by the researchers of these theories. The identification of correct style of leadership is the core objective of stated theories. Then researcher discussed the situational theory of leadership. The significance of various leader approaches while interacting with personnel was conferred (Hersey & Blanchard, 1982). Northouse (2018) stated that four leadership methods were talked about by the researchers of situational theory: selling, delegating, participating, and telling. Then researcher discussed a theory called LMX theory. This theory was based on excellence in connection between leader and member. An effective leader was considered to be more connected and linked with his or her members or workers hence having more LMX resulted in more gratification, higher accountability and more power.

Then researcher reviewed the literature on leadership styles. The leadership notion has a definitional muddle, however, it is one of the single biggest elements that effect workforce engagement (Attridge, 2009; Wang & Walumbwa, 2007). Corroborating the

claim, Attridge (2009) stated that corporate leadership styles are acutely important for developing workforce engagement. As proposed by researchers, leadership carries varied patterns and several typologies (G. C. Avery, 2004; Drath, 2001; Goleman et al., 2013). G. C. Avery (2004) stated that corporate leadership paradigms comprise classical, transactional, visionary and organic paradigms. Then researcher discussed the rationale of using G. C. Avery (2004) leadership styles.

The constituents of G. C. Avery (2004) leadership styles were reviewed. Classical, transactional, visionary and organic styles form the basis of her typology. The classical style of leadership has roots in ancient times. The transactional style of leadership emerged with an emphasis given to workers and workplace settings. Both CLS and TLS are still observed today. The development of visionary leadership took place later in which the focus was on the individual's promise as subordinate toward the future direction of the company. Lately, due to massive changes in macro as well as micro settings the evolvement of organic leadership took place. As stated by G. C. Avery (2004), the suitability of organic leadership has been observed in varied businesses and in varied settings.

Moving ahead researcher discussed the concept of followership. It is defined as workers' relationship and behavior toward their line manager. There is scarce material available on this subject and followership has extreme significance in terms of its relationship with leadership and leader–follower role (Follett, 1949). She further narrated that followership is also a determinant of output of the company.

The next part of the literature review consisted of dependent variable: employee engagement. Employee engagement also known as workforce engagement or staff engagement has been broadly considered by academics and practitioners. According to Kahn (1990), workers physically, cognitively and emotionally connect in order to accomplish the job. Then the context and concept of employee engagement was discussed in detail shining light on the behavioral outcomes of Say, Stay and Strive, and researcher discussed the theory of personal engagement. Personal engagement and personal disengagement theory were introduced by Kahn (1990).

The next topic discussed was job engagement. A description of operational engagement encompassing an emotional condition was suggested by Schaufeli et al. (2002). Workers that are connected and linked have binding with their job tasks. Job engagement permits workers to take care of the needs of job tasks. Here researcher discussed employees' level of vigor, dedication and absorption.

In the next step, researcher discussed employee disengagement. A worker at the workplace who is not connected and linked with his or her line manager or company is considered a disengaged worker. As explained by Meyer et al. (2012), such workers badly affect the performance of the organization. The theory pertaining to personal engagement also depicts the negative aspects of disconnected workers (Richman, 2006).

Further, researcher elaborated constituents of employee engagement. Then researcher discussed the link between leadership styles and employee engagement. According to Nickels et al. (2008), studies on leadership styles, attributes and attitudes are not trustworthy. As stated by Oshagbemi and Ocholi (2006), varied paradigms of leadership

demonstrate varied behaviors. Further elaborated by Mohammad Mosadegh Rad and Hossein Yarmohammadian (2006), styles of leadership varied as per the capability and expertise of the person.

A section giving a brief profile of Pakistan followed. Next, an overview of the retail sector in Pakistan was presented. It was estimated that Pakistan's retail market size is USD 152 billion, at a high average growth rate of 8% (Retail, 2016). Corroborating the fact, Business Recorder (2012) reported that the economy of Pakistan is included in the next emerging economies in the world and it has enormous development potential in the areas of retail. A report published by Euromonitor (2003) shared a lot of information regarding the retail sector claiming the market has 2.4 million stores from 2.2 million business entities.

Researcher then discussed chains of retail stores. The organized retail sector is flourishing in Pakistan. The multinationals' stores (i.e. Metro and Hyperstar), government run stores (USC and CSD), national stores (Gourmet, Shezan, Bata, Servis, Khaadi, Breakout etc.) and regional players (Tahzeeb, Rahat, Rainbow, Punjab C&C etc.) are emerging and expanding rapidly in the country.

3 CHAPTER THREE: METHODOLOGY

3.1 Introduction

Chapter three elaborates research methodology that has considered for this study. This chapter comprises research approach, research paradigms, sampling, instrumentation, questionnaire design, survey instrument, instrument validity, population, nature of sample, research method and design appropriateness, pilot study, data collection and analysis. The objective of the study is to determine and to investigate leadership style(s) that develop employee engagement in retail store employees of Pakistan.

3.2 Research Approach

A research design is defined as the general plan of how a researcher will go about answering the research questions that he or she has set (Saunders & Lewis, 2012). According to J. Creswell (2015), whenever a knowledge claim is made by a researcher, he or she must underline the process and procedure regarding the work inquiry based on some assumptions. As narrated by J. Creswell (2015), ontology asks what knowledge is; epistemology looks at how this knowledge was identified; axiology asks what values go into this knowledge; rhetoric describes how to write about this knowledge; and methodology is the process for studying that knowledge.

According to Mertens Donna (1997) these knowledge claims can be named as paradigms or, as narrated by Crotty (1998), as philosophical assumptions. Neuman (2000) stated that these knowledge claims are generally professed to be research methodologies. Filstead (1979) stated that to conduct structured research of the social world researcher use interconnected suppositions which are paradigms. The

identification of a paradigm assists the scholar in the design of the methodology of the research (Guba & Lincoln, 1994; Lincoln & Egon, 2000). Generally, constructivism, positivism or post-positivism and pragmatism are acceptable knowledge claims. Table 3.1 is snapshot of philosophical assumptions and associated research paradigms.

Table 3.1: Summarized View of Philosophical Assumptions and Research Paradigms

	Positivism	Constructivism	Pragmatism
Ontology	Naïve Realism	Relativism	Admit outside realism, select descriptions that generate possible anticipated outcomes
Epistemology	Objective	Subjective	Both objective and subjective
Logic	Deductive	Inductive	Both deductive and inductive
Methods	Quantitative method	Qualitative method	Both quantitative and qualitative

Source: Prouska (2006)

Leadership styles (independent variable) and employee engagement (dependent variable) are well known and established constructs and understood in the context of this study, therefore, a quantitative approach under the positivism paradigm is the more appropriate method for this research study. This justification is further validated by J. Creswell (2015), that the use of positivism/quantitative approach is suitable where the problem is to ascertain factors that impact the outcome, understanding the best prognosticators of results, the utility of interference or to examine a theory.

According to J. Creswell (2015), it is about the existent knowledge and about the objective reality, constituted following the parameters of quantitative paradigm and, as corroborated that it is commonly connected to hypothetico-deductive method (Cacioppo, Semin, & Berntson, 2004), and positivism comprises systematic observations and the description of the phenomena contextualized (like scientific

research). Following the guidelines of the original theory, it is about review, implementation, testing and interpreting.

There are varied kinds of quantitative research namely descriptive/survey, associational/correlational, quasi experimental and experimental. In this study, researcher is investigating the relationship between leadership style (independent variable) and employee engagement (dependent variable) without controlling the setting and observing usual relationship, therefore, for the purpose of data analysis, researcher opted for correlational/associational research. This justification is further validated by Fraenkel, Wallen, and Hyun (2011) that correlational/associational research investigate the relationship between/among variables. Fraenkel et al. (2011) further described correlation research as an examination to assess the correlation between/among variables without controlling the setting/respondent and observing natural/usual/normal relationship. Under this type of research, a survey instrument is used to collect data and then correlation is used to scrutinize survey items. This research thesis has an ontological position to make objective causal prediction by examining proposed conceptual model of leadership styles and employee engagement with the help of established Leader Member Exchange theory.

J. Creswell (2015) stated that the key aspect of research design is selection of strategy of inquiry. In the quantitative research perspective, widely discussed strategies are experimental design and survey research. The researcher has used survey as strategy of inquiry for this study; as it is a common method for data gathering (Ary & Jacobs, 1996). and questionnaires as survey instruments are most appropriate for quantitative research (Collis & Hussey, 2013). This argument is validated that one of the main goals of survey

research is to describe specific aspects of a given population quantitatively (Kramer, 1990). It is further validated by Veal (2005) that when multifaceted information is needed, a questionnaire is the best source.

In order to achieve desired outcomes through survey questionnaire; researcher has used self-administrative method to fill the questionnaire as self-administrative method produces high response and appropriate in situations where questions are difficult to comprehend. This argument is validated by Collis and Hussey (2013) that in self-administrative method there is a tendency for a high response. It is further validated by Czaja and Blair (2005), that face-to-face survey method is more suitable and appropriate in situations where questions are complex and sensitive, and a detailed investigation of the variables is required. It is also corroborated by Thomas (2004), that to fully engage respondents and to support respondents in understanding unclear questions, the role of researcher (or his or her assistant) is very important.

In this research study, researcher is proceeding to test a theory. The epistemological position of this study is positivism and the strategy of inquiry considered for this study is survey questionnaire. Researcher congregated the data via questionnaires. In this study researcher congregated the data from a sample of the population at a given time hence researcher will use a cross-sectional study.

3.3 Sampling

According to Fraenkel et al. (2011), the process to scrutinize a segment from a population is called sampling. Probability and non-probability sampling are core types of methods of sampling. “Probability theory serves as the basis of probability sampling

where every unit of sample had an equal opportunity to get selected in sample” (J. Creswell, 2015). The appropriateness of probability sampling is for quantitative paradigms as the probability of being chosen is the same for every sample. Conversely, in non-probability sampling the probability of being chosen is not known. The appropriateness of non-probability sampling is more observed in qualitative paradigms, and it is dependent on the verdict of the researcher (E. R. Babbie, 1990).

In this quantitative study, researcher considered probability sampling; as this method delivers in finding evaluations that are impartial and methodically defensible. This justification is validated by Saunders and Lewis (2012) that each member has equal chance of being selected at random and included in the sample hence most appropriate for this study. The researcher found varied kinds of probability sampling and for this study researcher have considered systematic random sampling as most appropriate and systemic method to follow. Systematic sampling is a statistical method involving the selection of elements from an ordered sampling frame (Black, 2004). Following the systematic random sample approach; researcher has surveyed every 5th employee for the purpose.

Employees working in retail stores serve as unit of analysis. According to Collis and Hussey (2013), individuals on which variables has set, data has gathered, analyses have done, and research has conducted are considered as ‘unit’ for this study. In this study retail employee population (N) is 8,400,000 employees (ADB, 2017). To calculate sample (n) employees we have considered Krejcie and Morgan (1970) table at 95% confidence level and 5% margin of error. Table annexed in “Annexure D” proposed a

sample size of 384 employees. To obtain true representation of population, researcher formulated the cluster based on geographic locations.

Thus, each city considered as cluster. The study sampled 5 clusters based on most organized retail presence in these cities (Retail, 2015). Major retail players (stores) in each city have chosen in order to ensure generalizability of results (Retail, 2015). Researcher has sampled 100 survey questionnaires from each cluster i.e. Lahore, Karachi, Islamabad, Rawalpindi and Faisalabad so in total 500 survey questionnaire has been given to employees using systematic random sampling (every 5th employee working in retail store). Researcher has sampled maximum 10 employees from each retail store location and maximum 20 employees from each retail brand within a cluster (table annexed in “Annexure F”). Researcher has been able to receive complete survey questionnaire; from 429 employees which is more than proposed sample size of 384 employees (Krejcie & Morgan, 1970).

It is mandatory to decide minimum sample size to accomplish the objective of the study (McQuitty, 2004). As narrated by Hair Jr, Black, Babin, Anderson, and Tatham (2010), the sample size influences the strength/reliability of data analyses and generalizability of results. As stated by Dillman (2011), although one attempts to include as large a sample as possible, there are limitations of time and finance. As explained by Collis and Hussey (2013), the selection of the number of samples should be based on statistical method/technique to be used, the possible variations in the unit researcher is investigating and expected outcomes.

Researcher has used various statistical techniques in this thesis, especially normality test, confirmatory factor analysis (CFA) and structural equation modeling (SEM) that required a large sample size. It is also established by Hair Jr et al. (2010) that SEM requires a large sample size. It is further validated that researcher should maintain a sample size of two hundred if SEM needs to test (Sivo, Echambadi, & Arroniz, 2016). Stevens and Edwards (1996) validated that the sample size should be over three hundred if researcher intend to use principal component analysis technique as the data from samples smaller than this number will not produce reliable results.

3.4 Instrumentation

According to E. Babbie and Mouton (2001), questionnaire is the most appropriate way to gather data in correlational studies. It is further validated by Veal (2005) that when multifaceted information is needed, a questionnaire is the best source. Survey questionnaire is useful tool in social sciences specially about leader – member relationship (Zhang et al., 2014). To meet the objective of the study, researcher conducted data collection via questionnaires.

Researcher categorized the questionnaire into four parts. The questionnaire started with a note of instructions to the respondent and then twenty questions pertaining to leadership style. In this study researcher has adapted Jing (2009) leadership styles questionnaire four leadership styles (G. C. Avery, 2004). This part of questionnaire had five questions related to each leadership style and in total twenty questions related to four leadership styles. The second part of the questionnaire was related to questions about employee engagement. Researcher had considered say, stay and strive as

behavioral outcomes of employee engagement. In this part, researcher had thirteen questions related to behavioral outcomes: say, stay and strive of employee engagement. Second part (employee engagement) of the questionnaire was adapted from Zhang (2011) research study. The third part of the questionnaire was about psychological empowerment as moderating variable. In this part researcher had adapted Spreitzer (1995) psychological empowerment tool. This part has twelve questions related to psychological empowerment. The last part of the questionnaire was about demographics of the individual respondents (i.e. employees/workers). In the demographic part researcher had nine questions related to age, gender, education level, job level and so on. Employees feedback was measured on a 5-point Likert scale (Likert, 1932).

3.4.1 Part (A): Independent Variable

Part (a) of the questionnaire comprises questions related to independent variable – leadership styles. Following the G. C. Avery (2004) leadership paradigms, Jing (2009) leadership style scale was adapted. This part consists of twenty questions; five questions related to classical leadership style, five questions related to transactional leadership style, five questions related to organic leadership style and five questions related to visionary leadership style.

3.4.2 Part (b): Dependent Variable

Part (b) of the questionnaire comprises questions related to dependent variable. In this study employee engagement is dependent variable. As narrated by Barbera et al. (2009), there are many survey questionnaires created to measure employee/worker engagement. Researcher has adapted Zhang (2011) employee engagement questionnaire that

researcher found to be more appropriate for the measurement of behavioral outcomes of worker engagement. This part consists of thirteen questions. Four questions related to say, three questions related to stay and six questions related to strive.

3.4.3 Part (c): Moderator Variable

Part (c) of the questionnaire comprises questions associated to moderating variable. In this study psychological empowerment is the moderating variable. Researcher has adapted Spreitzer (1995) psychological empowerment tool. This part consists of twelve questions.

3.4.4 Part (d): Demographic Variable

The fourth section of the questionnaire consists of demographic variables. Researcher has included gender, age group, educational level, job sector, employment level, job level, work experience, duration of leader follower relationship and company size.

3.5 Questionnaire Design

To discuss in detail, researcher had shared structure of the questionnaire and measurement scale researcher had considered for this study.

3.5.1 Question Format

Survey instrument comprises four parts. Part (a) consists of twenty items related to leadership style. Part (b) has thirteen items related to employee engagement. Part (c) has twelve items related to psychological empowerment. Part (d) has nine items related to demographic factors. In total the questionnaire comprised fifty-four items in four parts. All the questions in the instrument are close ended. As explained that it is necessary to

maintain conciseness and relevancy in the questions to get desired results (Yammarino, Skinner, & Childers, 1991).

To get maximum output, researcher used a self-administrative survey in which the researcher read the statement and elaborated it (where necessary) to the respondent and completed the questionnaire based on the feedback of the respondent. With this method, in a situation where the respondent gave non-serious or biased feedback, the researcher mentioned it in a comment on the questionnaire and later that questionnaire was excluded from the study. There were items in the questionnaire that were constituent of specific variables; for example, there were five items in the questionnaire to elaborate classical leadership. As narrated by Stangor (1998), in order to elaborate a variable, multiple items are used. In order to get the appropriate results, researcher needed to take an average result of the items.

In this study researcher considered fixed format scales; researcher used 5-point Likert scales (Likert, 1932). According to Collis and Hussey (2013), a scale is a convenient method for the respondent to give feedback on the questions stated in the list. On the other side it was also convenient for the researcher in terms of post-data collection steps. It is pertinent to share that there is an agreed set of processes available to measure the efficacy of scales. It is always useful to practice a scale to measure a theoretical variable.

3.5.2 Rating scales

In this study the researcher chooses 5-point Likert scale (Likert, 1932). As explained by Collis and Hussey (2013), in order to get the views and thoughts of respondents, a scale is used. In this study, researcher used a Likert scale for leadership style and worker

engagement (Likert, 1932). The respondents were asked to share their views using a scale of strongly disagree, disagree, uncertain, agree and strongly disagree. The Likert scale might be used in words (as mentioned in this thesis) and might be taken in numbers from 1 to 5. As corroborated by Collis and Hussey (2013), in this scale researcher can associate a number to an opinion. Going into more detail, as opined by Veal (2005), a Likert scale is an ordinal scale which means that it consists of an order/sequence. As stated by Stangor (1998), using ordinal scale will result in eloquent elucidation.

Just to explain more about instrument scale. It ranged from 1 to 5. Researcher did not consider including 0 as a starting point of the scale as a lot of data analysis software uses 0 as a default value. This five-point scale had a neutral point which in words is written as “uncertain or not sure” and in numbers it is point 3. This gives freedom to a respondent if he/she is not sure about anything; they can use this option rather than give wrong information. This helps in getting good consistent results.

3.5.3 Questionnaire Translation Process

Items in the questionnaire were in the English language. However, the respondents of this study were lower level staff or operational staff working in retail stores. For better understanding of the questionnaire researcher translated it into the national language (i.e. Urdu). Qualified translator Mr. Syed Husnain Mohsin was consulted for the purpose. All the questions were translated in Urdu by the expert translator and reviewed by two subject specialists. Pre-testing of the questions was done through a pilot study and results of pilot study have stated in section 3.10. In the pre-testing, the English word ‘supervisor’ or ‘line manager’ was used which was later adjusted to the word ‘boss’ in

Urdu as ‘boss’ is the commonly used word for a senior or line manager or supervisor in Pakistani work environment. In the pre-testing, English work ‘company’ was translated as “idara” in Urdu which was later adjusted to the word ‘company’ in Urdu as ‘company’ is commonly used word in both languages in Pakistani work environment. The expert opinion and consensus of the qualified translator was also obtained and then finally researcher proceeded with the Urdu version of questionnaire.

3.6 Survey Instrument

The survey instrument used in this research is annexed in “Annexure A”.

3.7 Instrument Validity and Reliability

Researcher should keep in mind that the survey instrument of the study should be reliable, valid and generalizable. According to Borrego, Douglas, and Amelink (2009), validity is something that makes sure that the tool evaluated the data related with the variables involved in the study. Instrument validity, as stated by J. Creswell (2015), also makes sure to draw significant and reasonable results during data gathering. Borrego et al. (2009) stated that reliability guarantees that the outcomes are reiterative. J. Creswell (2015) mentioned that a dependable instrument also promises constancy and steadiness in score.

Researcher adapted scale proposed by Jing (2009) as Jing’s scale was a pioneer in operationalizing the measure using leadership styles proposed by G. C. Avery (2004). In order to better understand Jing (2009) reliability of scale researcher reviewed Jing (2009) Cronbach’s alpha reliability results used by Zhang (2011). This study showed

that classical leadership had Cronbach alpha value 0.737; which can be termed as high reliability (Taber, 2018). The study showed that transactional leadership had Cronbach alpha value 0.694; which can be termed as moderate reliability (Taber, 2018). The study showed that visionary leadership had Cronbach alpha value 0.622; which can be termed as moderate reliability (Taber, 2018). The study showed that organic leadership had Cronbach alpha value 0.744; which can also be termed as high reliability (Taber, 2018). Hence all the observed variables had moderate to high reliability. To this study researcher slightly adjusted scale (Jing, 2009). For example, 'store manager' was changed to 'boss' and 'store' to 'group'. A detailed analysis of data reliability of this study is presented in Chapter 4.

Researcher has adapted Zhang (2011) employee engagement scale. As latent variable Say (behavioral outcome of employee engagement) had Cronbach alpha value of 0.796 which shows high reliability (Taber, 2018). Stay (behavioral outcome of employee engagement) had a Cronbach alpha value of 0.699 hence it was also termed as moderate reliability (Taber, 2018). The third behavioral outcome of employee engagement was Strive with Cronbach's alpha value of 0.738 hence it was termed highly reliable (Taber, 2018). Overall the employee engagement variable had Cronbach alpha value of 0.877 which is termed as high reliability (Taber, 2018). A detailed analysis of data reliability of this study is presented in Chapter 4.

Researcher has adapted Spreitzer (1995) psychological empowerment scale. As moderating variable psychological empowerment has twelve items and Cronbach alpha coefficient of 0.94 (Spreitzer, 1995); which is termed as excellent reliability (Taber, 2018). A detailed analysis of data reliability of this study is presented in Chapter 4.

3.8 Population

Population refers to individuals with similar characteristics (J. Creswell, 2015). The population of this study consists of 8.4 million employees working in retail stores in Pakistan (ADB, 2017).

3.9 Nature of Sample

According to Collis and Hussey (2013), a sample should be selected randomly to get impartial results. Also, in terms of size of the sample, it should serve the purpose of the study in an appropriate way. As explained by Collis and Hussey (2013) there are multiple reasons including time and cost that govern researcher decision regarding geographical coverage for the study. For this study, researcher considered Lahore, Karachi, Islamabad, Rawalpindi and Faisalabad as geographic area. To obtain true representation of population, researcher formulated the cluster based on geographic locations. Thus, each city considered as cluster. The study sampled 5 clusters based on most organized retail presence in these cities (Retail, 2015) in order to ensure generalizability of results. The major reason other than time and cost is that most of the organized retail stores are present in the above-stated cities of Pakistan and major retail players are in above mentioned cities (Retail, 2015).

As stated by Thomas (2004), the major reliance of research is on sample obtainability. Researcher note that the researcher should work with a specific measure. For the purpose of this study researcher had trained assistants to get the questionnaire filled by respondents and researcher / assistants visited stores following a sequence. The researcher had identified a proper arrangement to select the respondents through

systematic random sampling i.e. every 5th employee working in retail store so that biasness could be avoided. The criteria for the selection of number of respondents were based on number of employees: a maximum of ten employees from each store and maximum of twenty employees from each retail brand in a city; the arrangement was to work with every 5th respondents that the researcher and/or researcher assistant investigated. The objective of curtailing the number of respondents from each store and each brand was to get varied feedback as the leadership style might vary from store to store.

3.10 Research Method and Design Appropriateness

Borrego et al. (2009) stated that for deductive method, wherein the variables, the purpose statement and the course of carefully defined research questions are validated by theory or hypothesis, quantitative approaches are appropriate. According to J. Creswell (2015), a quantitative study also includes gathering records in a neutral impartial way. Cooper and Schindler (2014) stated that consumers' attitudes, views, awareness or approaches are assessed with quantitative study. J. Creswell (2015) further mentioned that quantitative study entails explaining a style or expressing a connection between/among the variables.

In this study; G. C. Avery (2004) leadership styles is independent variable and worker engagement is dependent variable. In this research work researcher studied employees' perception about leadership styles of their line manager and its impact on employee engagement. As mentioned by Leedy and Ormrod (2010), a correlational study is one that encompasses collecting facts for two or more attributes from a component of

research. Gelo, Braakmann, and Benetka (2009) further reported that it also entails considering events between these units.

Leadership styles (independent variable) and employee engagement (dependent variable) are well known and established constructs and understood in the context of this study, therefore, a quantitative approach under the positivism paradigm is the more appropriate method for this research study. This justification is further validated by J. Creswell (2015), that the use of positivism/quantitative approach is suitable where the problem is to ascertain factors that impact the outcome, understanding the best prognosticators of results, the utility of interference or to examine a theory.

Fink (2012) stated that enterprise areas like yield, functioning, client service and output are adversely influenced by disengaged staff members. de Mello e Souza Wildermuth and Pauken (2008a) mentioned that it was a common concern to find out the situations wherein some personnel are completely engaged, and the others are not. A researcher from White (2008) indicated that the HR consulting/training industry had the most engaged employees and the government sector had the least engaged employees. A specific issue faced by a worker in public sector following the track of a worker in private sector; matters a lot in engagement (Pritchard, 2008).

3.11 Pilot Study

A pilot study can be defined as a ‘small study to test research protocols, data collection instruments, sample recruitment strategies, and other research techniques in preparation for a larger study’ ((Hassan, Schattner, & Mazza, 2006)). Some researchers recommended 10-50 sample per group would be good for pilot study (Hertzog, 2008).

Browne (1995) recommended sample size of 30 or greater respondents for pilot study. Following the stated recommendations and to get fair geographical and cultural representation of the population; researcher has considered sample size of 30 from each city Lahore, Karachi, Islamabad, Rawalpindi and Faisalabad. Therefore, a total of 150 respondents were considered for this pilot study. A total of 150 questionnaire respondents were invited to participate out of which 27 (twenty-seven) respondents refused due to unwillingness and used their right to withdraw at any point of time. Hence the response rate was 82.0% which was acceptable level to proceed further. This is further validated by Tharenou, Donohue, and Cooper (2007), that to get generalizable results and diminish the non-response error researcher should have a high response rate, which researcher achieved in the pilot study (see Table 3.2).

Table 3.2: Survey Response Rate – Pilot study

	Pilot Study
Invitation to participate	150
Refusal due to unwillingness to participate	27
Number of eligible responses	123
Response Rate	82.0%

3.12 Outcomes of Pilot Study

To gauge the reliability and internal consistency of the instrument, Cronbach's alpha was used on the pilot study results. Cronbach's alpha may vary from 0 to 1; a value higher than 0.60 indicates satisfactory internal consistency reliability (Malhotra, Hall, & Shaw, 2002).

Table 3.3: Reliability Analysis (Pilot Study)

Constructs	Number of Items	Cronbach's Alpha
Classical Leadership Style	5	0.902
Transactional Leadership Style	5	0.885
Visionary Leadership Style	5	0.883
Organic Leadership Style	5	0.724
Say	4	0.776
Stay	3	0.769
Strive	6	0.787
Employee Engagement	3	0.857
Psychological Empowerment	4	0.801

The researcher has analyzed and elaborated the data reliability in the above given Table 3.3 and now concluded that pilot study has produced reliable results hence the study can be expanded further.

3.13 Instrument Validity (Pilot Study)

Researcher has also analyzed instrument validity of pilot study. For instrument validity; convergent validity and discriminant validity have considered.

3.13.1 Convergent Validity (Pilot Study)

Hair Jr et al. (2010) elaborated that Convergent validity explains the strength of correlation between the measures of the same concept. In the below table researcher presented a summary of the factor loadings range, composite reliability (CR) and average variance extracted (AVE) values. Fornell and Larcker (1981) validated that average variance extracted should be higher than 0.5. AVE value 0.4 is also acceptable if composite reliability is higher than 0.6 and convergent validity of the construct will be also considered as adequate. The acceptable range of composite reliability is 0.70 or above (Cooper & Schindler, 2014). In this study pilot study all construct has CR above

0.70 which validates convergent validity. Table 3.4 has demonstrated constructs factor loading range, composite reliability and average variances extracted of the pilot study results.

Table 3.4: Constructs Composite Reliability and AVE (Pilot Study)

Constructs	Codes	Number of Items	Factors loading Range	Composite Reliability (CR)	Average Variance Extracted (AVE)
Leadership Styles	CLS	5	0.78 - 0.91	0.878	0.648
	TLS	5	0.72 - 0.86		
	VLS	5	0.41 – 0.65		
	OLS	5	0.64 - 0.81		
Employee Engagement	SAY	4	0.60 – 0.75	0.885	0.727
	STAY	3	0.71 – 0.79		
	STRIVE	6	0.56 – 0.74		
Psychological Empowerment	COM	3	0.63 - 0.78	0.940	0.580
	SD	3	0.67 – 0.80		
	IMP	3	0.73 – 0.88		
	M	3	0.45 – 0.92		

After the pilot results of convergent validity; researcher assessed the discriminant validity conditions.

3.13.2 Discriminant Validity (Pilot Study)

According to Cooper and Schindler (2014), discriminant validity conditions meets when the correlation among exogenous construct is less than 0.85. Another condition to meet the discriminant validity, the value of inter construct correlation should be less than the value of square root of AVE. Results of the pilot study concluded that both the

conditions of discriminant validity have validated. Table 3.5 has demonstrated discriminant validity of leadership style.

Table 3.5: Discriminant validity - Leadership Styles (Pilot Study)

	VLS	TLS	OLS	CLS
VLS	0.510			
TLS	0.557	0.797		
OLS	0.781	0.461	0.835	
CLS	0.522	0.720	0.352	0.823

In order to validate the employee engagement constructs discriminant validity was presented in Table 3.6.

Table 3.6: Discriminant validity - Employee Engagement (Pilot Study)

	STAY	SAY	STRIVE
STAY	0.681		
SAY	0.552	0.733	
STRIVE	0.686	0.781	0.840

In order to validate the psychological empowerment constructs discriminant validity was presented in Table 3.7.

Table 3.7: Discriminant Validity - Psychological Empowerment (Pilot Study)

	IMP	COM	SD	M
IMP	0.798			
COM	0.339	0.716		
SD	0.519	0.442	0.742	
M	0.265	0.209	0.188	0.743

In this study, correlation among exogenous constructs are less than 0.85 and the value of inter construct correlation is less than the value of square root of AVE. Therefore, it fulfils the conditions of discriminant validity.

3.14 Data Collection Procedures

According to Dillman (2011), surveys have served as the basis for data gathering as they are suitable when confidentiality is important, and resources are limited. In this study, as an initial step, a consent form was obtained from the respondents/employees working in retail store environment in Pakistan. As researcher discussed earlier, a self-administrative method was used to get the questionnaire filled hence researcher had 86.84% response rate as an outcome. After getting informed consent and other ethical contemplations, workers were briefed on the purpose of the study.

In order to get their true and fair feedback and to ensure the respondents had the same level of understanding of each item in the instrument as the researcher and considering that some respondents were staff at an operational level, researcher briefed the individual respondents about the instructions for the survey, then researcher briefed them on every statement and then researcher got the survey filled as per their feedback. It is also important to share that as most of the respondents were expected to be lower level and middle level staff, as they are in the majority in the store environment, the questionnaire was translated from English into the national language of Urdu (see Annexure A) to make sure the items were understood in the way intended by the researcher.

The response rate for self-administrative questionnaire surveys is usually high (Collis & Hussey, 2013); therefore, the researcher opted for self-administrative questionnaire survey as the main survey methodology. According to Collis and Hussey (2013), a self-administrative survey is used when the questions are sensitive, comprehensive and

complex. In this study, the researcher administered the survey because of the nature of the survey and the profile of the respondents. The presence of a researcher can serve to motivate potential respondents to participate and to maintain their interest over what may be a lengthy series of questions. The researcher can also clarify unclear terms or ambiguous questions (Thomas, 2004).

In order to get the required results, administering the survey was a time-consuming process but it had a very effective outcome. It took the researcher in the beginning about 38 minutes and then on average 24 minutes to get the questionnaire filled with all the initial formalities. Following this process, researcher was able to reach 86.84% response rate which was above average and hence a successful outcome. In order to get proper feedback, the details/particulars of the respondent and to create interest, researcher announced that respondents would be entered in a luck draw with the prize of a microwave oven. After completing the process of data collection researcher conducted a lucky draw and the winner was contacted and awarded the microwave oven. This approach enabled researcher to get the contact details of the respondents in most cases, although some respondents were hesitant to share details and researcher did not push them for details as it was optional. It took the researcher almost two months to get the data collected.

3.14.1 Data Collection Challenges

There were numerous challenges faced during the data collection, but every challenge was manageable in true spirit. Time was the first major challenge. As per the staff roster, most of the staff worked an evening shift as there was more customer flow in the

evening. It was more productive to do the survey in the evening, but the staff was not able to give time and concentration due to high customer traffic. Hence the researcher opted for low customer flow timings to get the required time and attention from the staff to get the questionnaire filled. Hence, it took a lot of time to get the questionnaires filled by store staff. The second challenge was fear factor of the staff. As the questionnaire was about their 'Boss', some respondents were reluctant to give feedback about their line manager. If someone shared this feedback with their line manager, then their line manager will be annoyed, and they might lose their job. The researcher managed such cases very smartly. First, he clarified with every respondent that he or she had full right to refuse or withdraw from participation at any point in time. Second, the respondent's name was not mentioned anywhere on the questionnaire hence it became immaterial whether it was about their boss or about someone else. Third, the researcher explained to every respondent about the objective of the study which really helped in gaining the confidence of the respondents.

3.14.2 Informed Consent

Respondents should be given an informed consent form which, according to J. Creswell (2015), contains their rights and incorporates a section for them to recognize the research rationale. It is noteworthy to share that respondents had the right to leave at any point of time and they could complete it with ease and without the pressure of losing their job. According to J. Creswell (2015), the consent form should contain things like: the title of the study, its objective, a deliberate declaration, the privilege to pull out, the measures for data gathering, entitlements of the respondents, the risks concerned and the advantages of the study.

It is important to share that the core obligation of a researcher is to get consent from the respondents, to take care of their privacy and not to misuse their provided information. In conducting research, ethics is the core value and it is a test of the ethics of the researcher at the same time (Best & Kahn, 2006; Trimble & Fisher, 2006). In order to comply with all the ethical requirements, the researcher briefed all the respondents about the study objectives. The researcher ensured that respondents had full knowledge and understanding about the method and objective of research. The respondents were asked to sign a consent form after getting the confidence to participate and before involving them in the research process. Please also note that at any point of time respondents had the right to withdraw from the process. None of the respondents were forced to participate in the study hence voluntarism was upheld. Researcher maintained the confidentiality of the data given by respondents and researcher will ensure data privacy to protect the rights of the respondents.

3.14.3 Data Analysis

As stated by Gelo et al. (2009), data scrutiny in a quantitative study involves trying one or more hypotheses to establish relationship between / among variables. Gelo et al. (2009) further mentioned that data scrutiny involves adopting a statistical test, an evaluation scale and certainty testing. Analysis of a quantitative study, according to Cooper and Schindler (2014), comprises coding, classifying and decreasing data to numbers to perform numerical treatment.

For data analysis, researcher used statistical software SPSS 22 to conduct descriptive analysis, analysis of variance, correlation and reliability analysis and AMOS 24 to conduct normality, factor loadings and structural equation modelling (SEM).

3.15 Chapter Summary

Researcher started this chapter with research approach and explained ontology, epistemology, axiology, strategy of inquiry and methodology of this study. Then researcher had elaborated sampling. After that the construction of instrumentation was explained and then questionnaire design (format, rating scale, validity, reliability) was elaborated. The researcher further described the survey instrument, its validity and reliability, population, nature of sample, research method and design appropriateness, pilot study and data collection procedures.

4 CHAPTER FOUR: ANALYSIS AND RESULTS

4.1 Introduction

This chapter comprises data analysis and interpretation of results. As an initial step, information pertaining to labeling (latent and observed) the variables are discussed. Then the data cleaning process is shared, and this is followed by instructions and action on missing data handling. As a next step, the demographic profiles of respondents are analyzed. Descriptive statistics of the variables as well as items are discussed. Then reliability analysis, correlation and normality tests are conducted. A regression model, CFA and SEM results are then presented.

4.2 Data Preparation

It is very pertinent to share that before proceeding with any step of data analysis, researcher had to label the variables for data cleaning and researcher also share the process of missing data handling.

4.2.1 Labeling the Variables

The questionnaire comprises four parts. Part (a) related to twenty items pertaining to leadership style, Part (b) had thirteen items pertaining to employee engagement. Part (c) related to twelve items pertaining to psychological empowerment and Part (d) consisted of nine items pertaining to demographic profile of respondents. In total there were fifty-four items that measured four latent variables, four observed variables, one moderate variable and nine demographic variables. The labels and source items of the variables are shown in Table 4.1.

Table 4.1: Labels and Source Items of Variables

No	Label	Independent Variables	Source
1	CLS	Classical Leadership style	Q1.1, Q1.8, Q1.9, Q1.14, Q1.16
2	TLS	Transactional Leadership style	Q1.2, Q1.5, Q1.12, Q1.17, Q1.18
3	VLS	Visionary Leadership style	Q1.3, Q1.6, Q1.7, Q1.13, Q1.19
4	OLS	Organic Leadership style	Q1.4, Q1.10, Q1.11, Q1.15, Q1.20
No	Label	Dependent Variables	Source
5	SAY	Say	Q2.1, Q2.5, Q2.7, Q2.11
6	STAY	Stay	Q2.2, Q2.4, Q2.9
7	STRIVE	Strive	Q2.3, Q2.6, Q2.8, Q2.10, Q2.12, Q2.13
8	EE	Employee Engagement	Say, Stay, and Strive
No	Label	Moderating Variable	Source
9	PE	Psychological Empowerment	Q3.1, Q3.2, Q3.3, Q3.4, Q3.5, Q3.6, Q3.7, Q3.8, Q3.9, Q3.10, Q3.11, Q3.12
No.	Label	Demographic Variables	Source
10	GENDER	Gender	Q4
11	AGE	Age Group	Q5
12	EL	Education level	Q6
13	JS	Job Sector	Q7
14	JN	Job Nature	Q8
15	JL	Job Level	Q9
16	WE	Work Experience	Q10
17	LFR	Duration of leader–follower relationship	Q11
18	CSIZE	Company size	Q12

4.2.2 Data cleaning

Before proceeding with any data analysis; it was mandatory to clean the data. As a preliminary step, data collected through questionnaire was incorporated into a statistical analysis tool that is mostly used in social sciences SPSS 22. The data was incorporated into SPSS 22 on the same day the data was collected. After the data entry, verification of the data incorporated into the system was done first by the researcher and then cross-verified by the research assistant. Three errors related to data entry were found and corrected. As explained by Malhotra et al. (2002), the procedure of validation ensured

data accuracy by ascertaining entry errors, which might be responses that were rationally fickle and/or data is missing.

Table 4.2: Response Rate – Complete Study

	Complete Study
Invitation to participate	494
Refusal due to unwillingness to participate	11
Excluded due to non-serious responses (observed)	25
Missing data	29
Number of eligible responses	429
Response Rate	86.84%

Table 4.2 was showing response rate of the complete study. In total 494 respondents were invited to participate. In the scrutiny process, researcher excluded sixty-five questionnaires as twenty-five respondents were observed to be non-serious in giving feedback to the researcher, hence the researcher dropped them from his study, data of twenty-nine respondents were found missing therefore the researcher dropped them from his study and the remaining eleven respondents left the questionnaire incomplete using their right to withdraw at any time, so these were also excluded from the study. Therefore, the researcher was left with four hundred and twenty-nine questionnaires incorporated into system and properly verified.

A response rate of 86.84% was very encouraging and one of the major strengths of this research. One of the major reasons for the high response rate was that due to illiteracy (although the questionnaire was translated into the national language “Urdu”) or inconvenience of writing, many workers/employees could not fill in the questionnaire. Therefore, the researcher filled out the questionnaire according to the employee’s response (oral) to every statement.

4.2.3 Missing data handling

In this study, researcher found 5.8% missing data. According to Cohen and Cohen (1983), a tolerable level of missing data in any research should be less than or equal to 10%. As elaborated by Cunningham (2008), an acceptable level of missing data should be less than or equal to 25% but it should follow a specific pattern. As stated that the issue of missing data can be resolved by deleting responses following the list or pair (Byrne & Van de Vijver, 2010; Hair Jr et al., 2010; Kline, 2016). In this research study, a self-administrative survey method was used. One of the major reasons for low missing data was that the researcher was in control of the situation as described in Section 4.2.2. Once the three tasks of variable labeling, data cleaning and missing data handling were done, the researcher proceeded with descriptive analysis of the study.

4.3 Descriptive Statistics

4.3.1 Demographic Profile of Respondents

The researcher had conducted a survey of 494 respondents out of which 65 were excluded from the study at the time of data cleaning; hence, the researcher progressed further with 429 respondents which is 86.84% response rate. The demographic profile (gender, age, education level, job sector etc.) of the respondents was elaborated.

Table 4.3: Descriptive Statistics (Gender)

n=429	Frequency	Percentage
Male	407	94.9
Female	22	5.1

In Figure 4.1, histogram is a graphical representation of the data pertaining to male and females considered in this study:

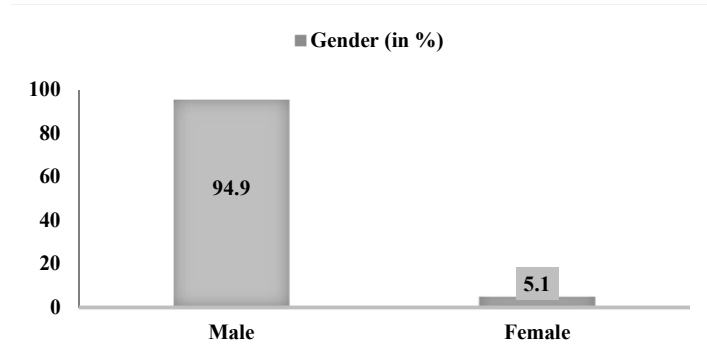


Figure 4.1: Descriptive Statistics (Gender)

Table 4.3 demonstrated that out of 429 respondents, 407 (94.9%) were males and 22 (5.1%) were females. It had been observed that in the retail store environment at the staff level most of the population are male. It is important to note that there were no organized data available gender-wise for the population; however, this research showed predominantly male employees working in the retail work environment.

Table 4.4: Descriptive Statistics (Age)

n=429	Frequency	Percentage
Under 25 years	194	45.2
25–34 years	179	41.7
35–44 years	56	13.1
45–54 years	0	0
55 years and above	0	0

In Figure 4.2, the histogram is a graphical representation of age group data collected for the study.

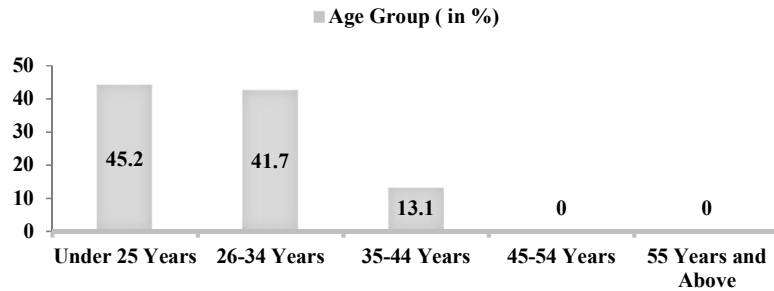


Figure 4.2: Descriptive Statistics (Age)

Table 4.4 demonstrated that out of 429 respondents, 194 (45.2%) were under the age of 25 years, 179 (41.7%) were within the age group of 25 to 34 years, 56 (13.1%) were within the age group of 35 to 44 years, none of the respondents (0%) were within the age group of 45 to 54 years or from 54 years and above. This showed that 86.9% of the respondents were less than 35 years of age.

Table 4.5: Descriptive Statistics (Education Level)

n=429	Frequency	Percentage
Matriculation or below	109	25.4
Intermediate	209	48.7
Bachelors	75	17.5
Masters or above	36	8.4

The given histogram (see Figure 4.3) represents the data pertaining to educational level of employees of the retail stores.

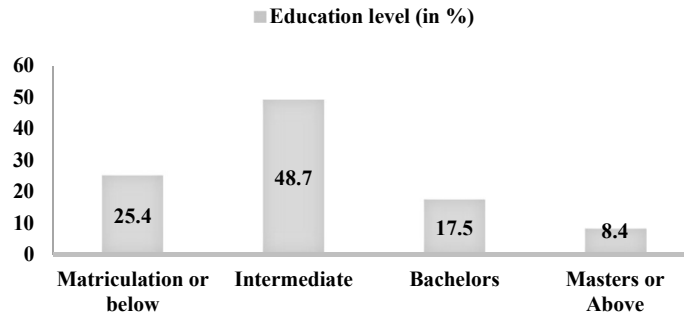


Figure 4.3: Descriptive Statistics (Education Level)

Table 4.5 demonstrated that out of 429 respondents, 109 (25.4%) of the respondents had an education level of matriculation or below, 209 (48.7%) were intermediate, 75 (17.5%) had bachelor's degrees and 36 (8.4%) had an education level of masters and above. This shows the trend that a majority of the workers in retail stores were operational staff and had low to medium educational level. In this study 74.1% of the respondents had an education level of intermediate or below and 91.6% of the respondents had an education level of bachelor's degree or below.

Table 4.6: Descriptive Statistics (Job Sector)

n=429	Frequency	Percentage
Private Sector	350	81.6
Public Sector	79	18.4

Below histogram (see Figure 4.4) is the graphical representation of data collected from retail employees of different job sectors.

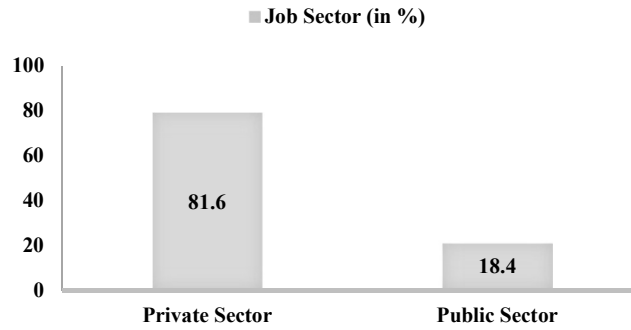


Figure 4.4: Descriptive Statistics (Job Sector)

Table 4.6 demonstrated that out of 429 respondents, 350 (81.6%) of the respondents were from the private sector and 79 (18.4%) of the respondents were from the public sector. The population of retail stores comprised around 2 million out of which the public sector was only 6150 (0.30%). The objective of taking more samples (18.4%) as compared to the population was that researcher wanted to conduct a fair analysis of employees' perception of leadership styles of their line manager and its impact on employee engagement in both sector employees.

Table 4.7: Descriptive Statistics (Job Nature)

n=429	Frequency	Percentage
Full-time employees	313	73
Part-time employees	110	25.6
Outsource employees (Third party payroll)	6	1.4

Below is the graphical presentation (see Figure 4.5) of the data pertaining to job nature of employees working in retail stores.

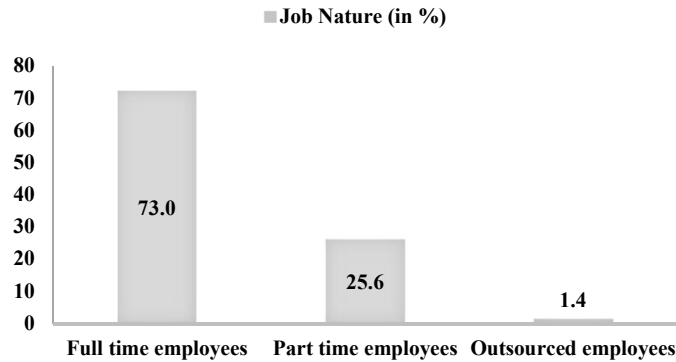


Figure 4.5: Descriptive Statistics (Job Nature)

Table 4.7 demonstrated that out of 429 respondents, 313 (73%) of the respondents were full-time employees, 110 (25.6%) were part-time employees and 6 (1.4%) were outsourced (third party payroll) employees. From practical experience, it has been observed that companies have tried multiple times to introduce outsourced employment and companies remain unsuccessful.

Table 4.8: Descriptive Statistics (Job Level)

n=429	Frequency	Percentage
Staff/associate/Crew or equivalent level	297	69.2
Supervisory or equivalent level	85	19.8
Junior Manager/Manager or equivalent	47	11.0

Below is a graphical representation (see Figure 4.6) in the form of histogram for the data collected for job level.

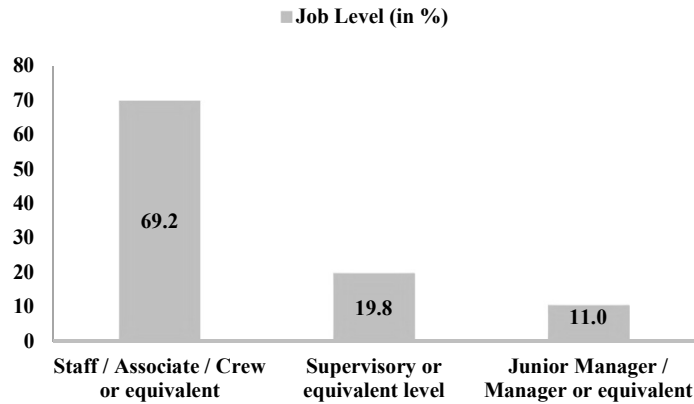


Figure 4.6: Descriptive Statistics (Job Level)

Table 4.8 demonstrated that out of 429 respondents, 297 (69.2%) of the respondents were staff/associate/crew or equivalent level, 85 (19.8%) were working at supervisory or equivalent level, and 47 (11.0%) were working at junior manager/manager or equivalent level. Respondents who had a line manager were included in this study but people at senior management level or at head office level were not considered for this study.

Table 4.9: Descriptive Statistics (Work Experience)

	Frequency	Percentage
Under 1 year	71	16.6
1 – 2 years	62	14.5
3 – 5 years	100	23.3
6 – 10 years	193	45
Over 10 years	3	0.7

The following histogram (see Figure 4.7) is a graphical representation of employees' work experience working at retail stores.

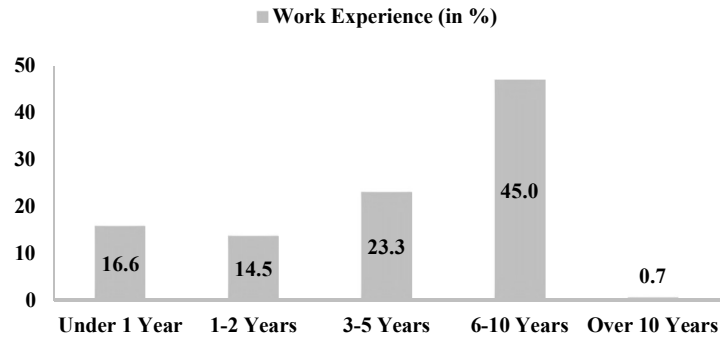


Figure 4.7: Descriptive Statistics (Work Experience)

Table 4.9 demonstrated that out of 429 respondents, 71 (16.6%) had less than 1 year of work experience, 62 (14.5%) had 1 to 2 years' work experience, 100 (23.3%) had 3 to 5 years' experience, 193 (45%) respondents had 6 to 10 years' work experience and 3 (0.7%) respondents had over 10 years' experience.

Table 4.10: Duration of Leader–Follower Relationship

n=429	Frequency	Percentage
Under 1 year	184	42.9
1–2 years	147	34.3
3–5 years	65	15.2
6 years and above	33	7.7

Below given histogram (see Figure 4.8) is the graphical representation of data collection for duration of leader–follower relationship.

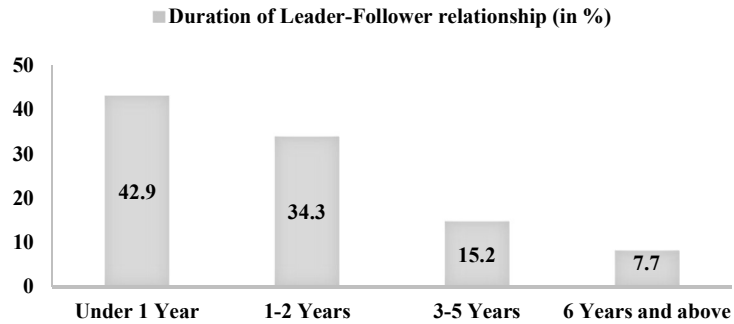


Figure 4.8: Duration of Leader-Follower Relationship

Table 4.10 demonstrated that out of 429 respondents, 184 (42.9%) of the respondents had less than 1 year of experience working with the same line manager (leader-follower relationship), 147 (34.3%) of the respondents had 1 to 2 years' experience working with the same line manager, 65 (15.2%) of the respondents had 3 to 5 years' experience working with the same line manager and 33 (7.7%) of the respondents had 6 or more years' experience working with the same line manager (leader-follower relationship).

Table 4.11: Descriptive Statistics (Company Size)

	Frequency	Percentage
Under 20 employees	85	19.8
20 – 199 employees	148	34.5
200 employees or more	131	30.5
Not sure	65	15.2

Below given histogram (see Figure 4.9) is the graphical representation of data collected for company size.

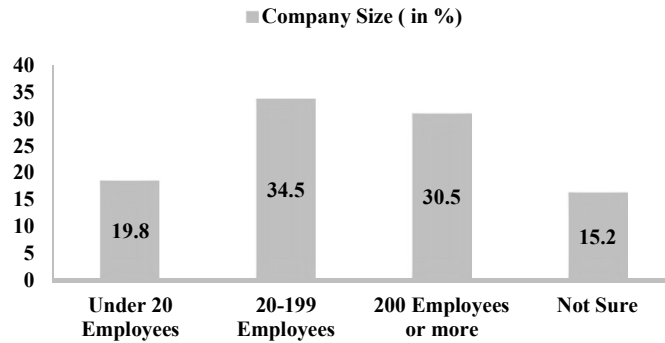


Figure 4.9: Descriptive Statistics (Company Size)

Table 4.11 demonstrated that out of 429 respondents, 85 (19.8%) of the respondents worked with an employer that had less than 20 employees, 148 (34.5%) of the respondents worked with an employer that had 20 to 199 employees, 131 (30.5%) of the respondents worked with an employer that had 200 or more employees and 65 (15.2%) of the respondents were not sure about the company size.

4.3.2 Descriptive Statistics of Variables

In this quantitative study, researcher have used frequency distribution and descriptive statistics. The number of occurrences of each response selected by respondents is measured through frequency analysis. Mean represents the central value of the variable that is characterized with the highest number of occurrences. Dispersion is a measure of spread of the data from the central value. It was prudent to employ descriptive statistics to understand what the data under study looked like. Frequency distributions and descriptive statistics are types of univariate analysis. Univariate analysis means analysis of a single variable that has no concern with the relationship among variables. Further corroborated by A. C. Burns and Bush (2009), in marketing research, researchers are

concerned with summarizing the data before using inferential statistics; a widely used method to summarize the data is by employing frequency distributions and descriptive statistics.

The study was based on 429 survey questionnaires having minimum value of 1.0 and maximum value of 5.0 on a five-point Likert scale. Mean score varied from variable to variable and had a range from 3.571 to 3.91 and had a standard deviation range from 0.58 to 0.82 (see Table 22).

4.12: Descriptive Statistics

	Mean	Std. Deviation
CLS	3.5748	.71768
TLS	3.6671	.61853
VLS	3.7366	.59601
OLS	3.7249	.66322
SAY	3.9143	.60501
STAY	3.7397	.82179
STRIVE	3.8706	.58906
EE	3.8416	.58795

4.3.3 Descriptive statistics of survey items

The study was based on 54 survey items that had a minimum value of 1.0 and maximum value of 5.0 on a five-point Likert scale. Mean score varied from item to item and had a range from 2.76 to 4.58 and had a standard deviation range from 0.553 to 1.194 (see Table 4.13).

4.13: Descriptive Statistics of Survey Items

Items	Minimum	Maximum	Mean	Std. Deviation
COM1	2	5	4.58	.553
COM2	1	5	4.57	.574
COM3	2	5	4.29	.720
SD1	1	5	3.78	.923
SD2	1	5	3.59	.972
SD3	1	5	3.78	.925
IMP1	1	5	3.54	1.015
IMP2	1	5	3.66	.858
IMP3	1	5	3.57	.931
M1	1	5	4.38	.797
M2	1	5	4.33	.760
M3	1	5	3.72	1.084
STAY1	1	5	4.37	.640
STAY2	2	5	4.45	.589
STAY3	1	5	4.34	.670
SAY1	1	5	4.38	.658
SAY2	2	5	4.39	.619
SAY3	2	5	4.34	.647
SAY4	2	5	4.43	.661
STRIV E1	1	5	4.25	.722
STRIV E2	1	5	4.01	.899
STRIV E3	2	5	4.16	.692
STRIV E4	1	5	4.06	.744
STRIV E5	1	5	4.31	.637
STRIV E6	2	5	4.13	.716
CLS1	2	5	4.27	.739
CLS2	1	5	4.21	.777
CLS3	2	5	4.22	.750
CLS4	1	5	4.25	.741
CLS5	2	5	4.29	.710
TLS1	2	5	4.39	.694
TLS2	1	5	4.23	.788
TLS3	1	5	4.28	.799
TLS4	2	5	4.13	.813
TLS5	2	5	4.39	.704
VLS1	1	5	4.10	.829
VLS2	1	5	3.92	.879
VLS3	1	5	4.03	.827
VLS4	1	5	2.76	1.194
VLS5	1	5	4.14	.815
OLS1	1	5	4.14	.781
OLS2	1	5	3.60	1.042
OLS3	1	5	4.06	.757

OLS4	2	5	4.03	.731
OLS5	1	5	3.93	.831

4.4 Reliability of Measurement

In order to gauge the reliability and internal consistency of the instrument, Cronbach's alpha was used. Cronbach's alpha may vary from 0 to 1; a value higher than 0.60 indicates satisfactory internal consistency reliability (Malhotra et al., 2002).

In this study, Cronbach's alpha value ranged from 0.735 to 0.916 which indicated that some constructs carry a moderate/satisfactory reliability while other constructs have high reliability (see Table 4.14). The classical leadership construct had Cronbach's alpha of 0.916, transactional leadership construct had Cronbach's alpha of 0.896, visionary leadership construct had Cronbach's alpha of 0.880, organic leadership construct had 0.735, say construct had Cronbach's alpha of 0.778, stay construct had Cronbach's alpha of 0.775, strive construct had Cronbach's alpha of 0.799, employee engagement construct had Cronbach's alpha of 0.877 and psychological empowerment had Cronbach's alpha of 0.813. Out of nine constructs, four constructs had moderate reliability and five constructs had high reliability; hence, the measures are internally consistent because the higher the value of Cronbach's alpha, the measure will be more reliable.

4.14: Reliability Analysis

Constructs	Number of Items	Cronbach's Alpha
Classical Leadership Style	5	0.916
Transactional Leadership Style	5	0.896
Visionary Leadership Style	5	0.880
Organic Leadership Style	5	0.735
Say	4	0.778
Stay	3	0.775
Strive	6	0.799
Employee Engagement	3	0.877
Psychological Empowerment	4	0.813

The researcher has analyzed and elaborated the data reliability in the above given table and now researcher has calculated the correlation coefficient.

4.5 Correlation

Researchers use correlation to determine the relationship between/among variables. Pearson's product moment correlation, r , is a technique used for data analysis. This method "describes the strength of the linear relation between two metric (interval or ratio) variables" (Kornbrot & Correlation, 2005). The linear relationship ranges from +1 to -1. Pearson's product moment correlation indicates magnitude, which describes the degree to which the variables moves in harmony or opposition and its direction to determine whether the values for one variable are associated with the values for another variable (Cooper & Schindler, 2014).

As a rule of thumb, correlation coefficients categorized as ± 0.30 are minimally significant, ± 0.40 are important, and ± 0.50 are practically significant (Manning and Munro, 2007): "In other words a factorability of 0.3 indicates that the factors account for approximately 30% relationship within the data, or in a practical sense, it would

indicate that a third of the variables share too much variance, and hence becomes impractical to determine if the variables are correlated with each other or the dependent variable (multi-collinearity)” (Williams, Onsman, & Brown, 2010).

In this study, all the variables were positively correlated with each other hence there is a relationship between variables (see Table 4.15). Results of the analysis showed that CLS had a correlation coefficient value ranging from 0.590 to 0.682, TLS had a correlation coefficient value ranging from 0.641 to 0.774, and VLS had a correlation coefficient value of 0.689. Hence CLS was significantly correlated with TLS 0.590, with VLS 0.657 and with OLS 0.682. Also, TLS was significantly correlated with VLS 0.774 and with OLS 0.641. VLS was significantly correlated with OLS with a value of 0.689. It is pertinent to share that researcher did the correlation coefficients for the leadership styles (i.e. independent variable or observed variable).

4.15: Correlation Matrix

	CLS	TLS	VLS	OLS
CLS	1	.590**	.657**	.682**
TLS		1	.774**	.641**
VLS			1	.689**
OLS				1

***correlation is significant at the 0.01 level*

The researcher analyzed and elaborated the correlation among/between variables in the above given table.

4.6 Assessment of Normality

Byrne and Van de Vijver (2010) stated that ‘key assumption explaining the causal relationship theory is that data are multivariate normal. If researcher will not follow this

assumption it can result into invalidated statistical hypothesis testing in a way that normal theory may not show a fair assessment of the model’.

4.7 Univariate Normality

‘Process of estimation underlying an assumption i.e. normality of data’ (Byrne & van de Vijver, 2014). Kline (2016) explained that ‘skewness and kurtosis are two ways to check whether distribution can be non-normal’. Skewness is a measure of the asymmetry of a unimodal distribution about its mean. Negative skewness shows the tail on the left side of the distribution with the majority of the scores are more than the mean. Positive skewness results are vice versa. ‘When data is normally distributed the range of the skewness should be within +2 and -2’ (Kline, 2016).

Kurtosis is the measure of the measure of shape (normal, flat or peak) of the curve. The shape will describe positive or negative kurtosis. When the data is normally distributed the range of the kurtosis should be between +2 and -2 (Kline, 2016). Researcher have used AMOS 24 to find out skewness and kurtosis and results are mentioned in the Table 4.26.

4.16: Assessment of univariate Normality

Items	Skewness	Std. Error of Skewness	Kurtosis	Std. Error of Kurtosis
COM1	-1.011	.118	.972	.235
COM2	-1.397	.118	1.795	.235
COM3	-.754	.118	.211	.235
SD1	-.541	.118	-.387	.235
SD2	-.386	.118	-.545	.235
SD3	-.615	.118	.086	.235
IMP1	-.482	.118	-.327	.235
IMP2	-.433	.118	-.193	.235
IMP3	-.329	.118	-.318	.235
M1	-1.611	.118	1.372	.235
M2	-1.412	.118	1.089	.235
M3	-.737	.118	-.016	.235
SAY1	-.883	.118	1.723	.235
SAY2	-.755	.118	.726	.235
SAY3	-.898	.118	1.433	.235
STAY1	-.950	.118	1.526	.235
STAY2	-.552	.118	-.294	.235
STAY3	-.736	.118	.682	.235
STAY4	-.938	.118	.578	.235
STRIVE1	-.832	.118	.945	.235
STRIVE2	-.619	.118	-.305	.235
STRIVE3	-.433	.118	-.098	.235
STRIVE4	-.501	.118	.243	.235
STRIVE5	-.757	.118	1.611	.235
STRIVE6	-.420	.118	-.220	.235
CLS1	-.607	.118	-.464	.235
CLS2	-.799	.118	.602	.235
CLS3	-.578	.118	-.370	.235
CLS4	-.722	.118	.252	.235
CLS5	-.673	.118	-.042	.235
TLS1	-.871	.118	.189	.235
TLS2	-.745	.118	.064	.235
TLS3	-.977	.118	.769	.235
TLS4	-.496	.118	-.639	.235
TLS5	-.888	.118	.127	.235

VLS1	-.630	.118	.019	.235
VLS2	-.825	.118	.873	.235
VLS3	-.838	.118	.972	.235
VLS4	.034	.118	-.949	.235
VLS5	-.605	.118	-.242	.235
OLS1	-.643	.118	.116	.235
OLS2	-.558	.118	-.221	.235
OLS3	-.486	.118	.081	.235
OLS4	-.263	.118	-.488	.235
OLS5	-.603	.118	.350	.235

The results reflected that all values for univariable normality (skewness and kurtosis) are between the acceptable range of +2 and -2.

4.8 Assumptions of Multivariate Analysis

Before researcher investigate hypothesis testing; assumptions of multivariate analysis need to fulfil. Therefore, analysis was conducted to test the assumptions of multivariate analysis.

4.9 Multivariate Normality

According to Tabachnik and Fidell (2013), normality refers to the ‘assumption that each variable and combination of all variables are normally distributed’. Assessment of the multivariate normality was presented in Table 4.27.

4.17: Assessment of Multivariate Normality

	Skewness	Std. Error of Skewness	Kurtosis	Std. Error of Kurtosis
COM_M	-.783	.118	.141	.235
SD_M	-.488	.118	-.210	.235
IMP_M	-.437	.118	-.273	.235
M_M	-1.033	.118	1.863	.235
SAY_M	-.549	.118	.352	.235
STAY_M	-.450	.118	-.372	.235
STRIVE_M	-.219	.118	-.445	.235
CLS_M	-.452	.118	-.622	.235
TLS_M	-.644	.118	-.413	.235
VLS_M	.125	.118	-.520	.235
OLS_M	.031	.118	-.607	.235

The results reflected that all values for multivariate normality (skewness and kurtosis) are between the acceptable range of +2 and -2.

4.10 Common Method Bias

Common method bias occurs when variations in responses are caused by the instrument rather than the actual predispositions of the respondents that the instrument attempts to uncover (P. M. Podsakoff, MacKenzie, & Podsakoff, 2012). One of the simplest ways to test is common method bias while using Harman's single factor score, in which all items (measuring latent variables) are loaded into one common factor. However, approach recommended by various researchers is common latent factor through AMOS (P. M. Podsakoff et al., 2012). Most sophisticated way to find common method bias is through common latent factor (Fuller, Simmering, Atinc, Atinc, & Babin, 2016). Therefore, researcher used common latent factor approach to assess variance. Researcher added latent factor (common factor) to AMOS CFA model to produce results of Common

method bias. The results show 0.00 common method bias (see Figure 4.10). Therefore, we can conclude that instrument have not produced any bias or variance.

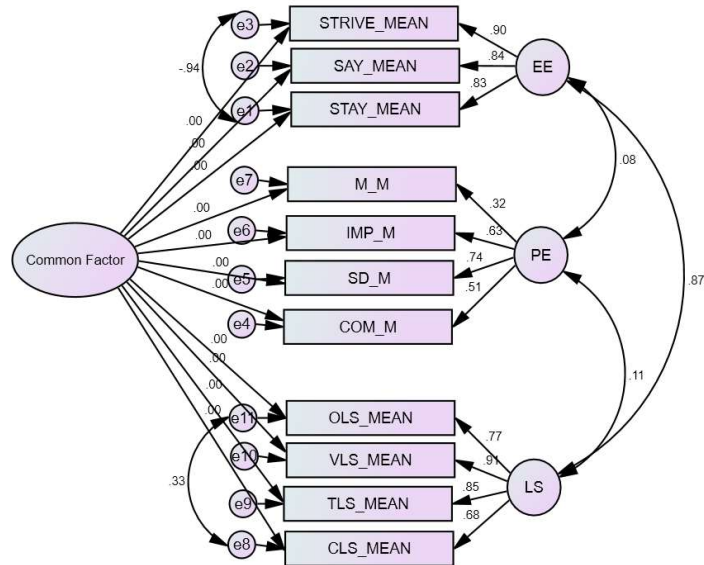


Figure 4.10: Common Method Bias

4.11 Confirmatory Factor Analysis

CFA is used as statistical technique to validate the factor structure of a set of observed variables. This statistical technique permits the researcher to test if the relationship between observed variables and their underlying latent constructs exists. The researcher uses empirical research, knowledge (of the theory), or both, suggests the relationship pattern a priori and then statistically tests the hypothesis. Confirmatory factor analysis for this thesis was done through AMOS 24. Most common and recommended fit statistics are chi-square, Goodness of fit index (GFI), adjusted goodness of fit index (AGFI), normed fit index (NFI), non-normed fit index (NNFI), comparative fit index

(CFI), root means square error of approximation (RMSEA) and standard roots means square residual (Hooper, Coughlan, & Mullen, 2008).

4.11.1 Confirmatory Factor Analysis (CFA) for Leadership Styles

In this study, researcher have discussed four leadership style i.e. classical leadership style, transactional leadership style, visionary leadership style and organic leadership style. In total 20 items were used to measure these leadership styles. Every leadership style has five items. Confirmatory factor analysis has been conducted to test the unidimensionality of the construct to validate the construct (see Figure 4.11). All the items with the factor loading above 0.5 were considered for further analysis.

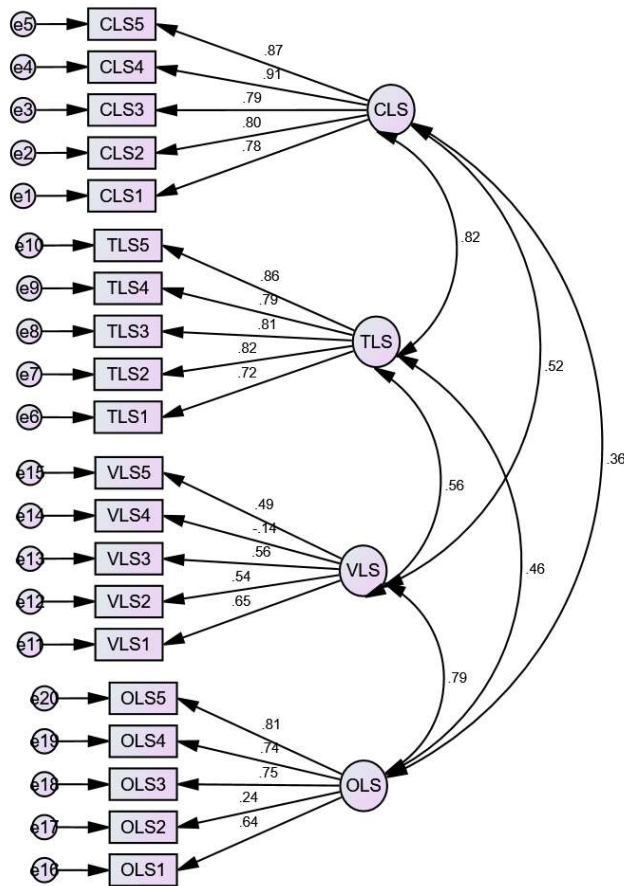


Figure 4.11: CFA – Leadership Styles

CMIN is the normed chi-square indices and the value in this analysis is 3.317 (see Table 4.29). P value is the probability value and it had to be <0.05. In this case, the value of P is 0.000 hence the model met the criteria of good fit. Then researcher analyzed the goodness-of-fit index (GFI) value which was reported as 0.880. The criterion for the good fit is that the value should be closer to 1 hence GFI met the criteria of good fit. Then researcher evaluated normed fit index (NFI) and non-normed fit index (NNFI) respectively. Criteria for the good fit model stated the value >0.90. In this case, NFI value is reported as 0.886 and NNFI Tucker-Lewis index (TLI) value came out to be 0.903 which met the criteria for the good fit model. Then in the baseline comparison

researcher had comparative fit index (CFI). The criterion for the good fit model is a value that is closer to 1.

In this analysis the CFI value was 0.907 which predicted a good fit model. In the end researcher have to see root mean square error of approximation (RMSEA) and the criterion for the good fit model should be the value < 0.08 . In this analysis the value of RMSEA turned out to be 0.074 which perfectly met the criterion for the good fit of the model. The results indicated a good fit model (Hair Jr et al., 2010).

4.18: Model Fit Summary of Leadership Styles

Indices	Model fit summary	Good level of fit criteria
P	0.000	<0.05
CMIN/DF	3.317	<5
SRMR	0.037	<0.08
GFI	0.880	>0.90
AGFI	0.846	>0.90
NFI	0.886	>0.90
NNFI (TLI)	0.903	>0.90
CFI	0.907	>0.90
RMSEA	0.074	<0.08

4.11.2 Confirmatory Factor Analysis (CFA) for Employee Engagement

In this study, researcher have discussed three behavioral outcomes of employee engagement i.e. say, stay and strive. In total 13 items were used to measure these behavioral outcomes of employee engagement. ‘Say’ has four items, ‘stay’ has three items and ‘strive’ has six items. Confirmatory factor analysis has been conducted to test the uni-dimensionality of the construct to validate the construct (see Figure 4.12). All the items with the factor loading above 0.5 were considered for further analysis.

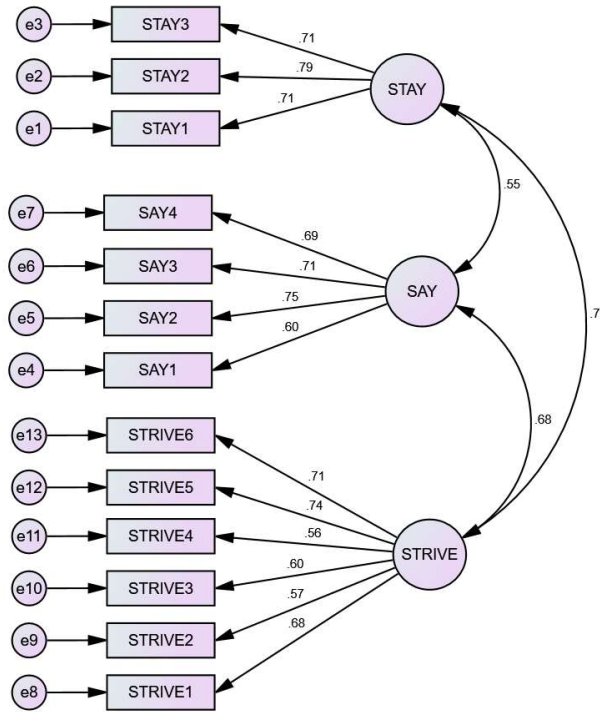


Figure 4.12: CFA – Employee Engagement

CMIN is the normed chi-square indices and the value in this analysis is 2.020 (see Table 4.30). P value is the probability value and it had to be <0.05 . In this case, the value of P is 0.000 hence the model met the criteria of good fit. Then researcher analyzed the goodness-of-fit index (GFI) value which was reported as 0.957. The criterion for the good fit is that the value should be closer to 1 or >0.90 hence GFI met the criteria of good fit. Then researcher evaluated normed fit index (NFI) and non-normed fit index (NNFI) respectively. Criteria for the good fit model stated the value >0.90 . In this case, NFI value is reported as 0.937 and NNFI Tucker-Lewis index (TLI) value came out to be 0.959 which met the criteria for the good fit model. Then in the baseline comparison researcher had comparative fit index (CFI). The criterion for the good fit model is a value that is closer to 1. In this analysis the CFI value was 0.967 which predicted a good

fit model. In the end researcher have to see root mean square error of approximation (RMSEA) and the criterion for the good fit model should be the value < 0.08 . In this analysis the value of RMSEA turned out to be 0.049 which perfectly met the criterion for the good fit of the model. The results indicated a good fit model (Hair Jr et al., 2010).

4.19: Model fit summary for Employee Engagement

Indices	Model fit summary	Good level of fit criteria
P	0.000	<0.05
CMIN/DF	2.020	<5
SRMR	0.018	<0.08
GFI	0.957	>0.90
AGFI	0.937	>0.90
NFI	0.937	>0.90
NNFI (TLI)	0.959	>0.90
CFI	0.967	>0.90
RMSEA	0.049	<0.08

4.11.3 Confirmatory Factor Analysis (CFA) for Psychological Empowerment

In this study, researcher have discussed four dimensions of psychological empowerment i.e. impact, competence, self-determination and meaning. In total 12 items were used to measure psychological empowerment. All dimensions have three items each. Confirmatory factor analysis has been conducted to test the uni-dimensionality of the construct to validate the construct (see Figure 4.13). All the items with the factor loading above 0.5 were considered for further analysis.

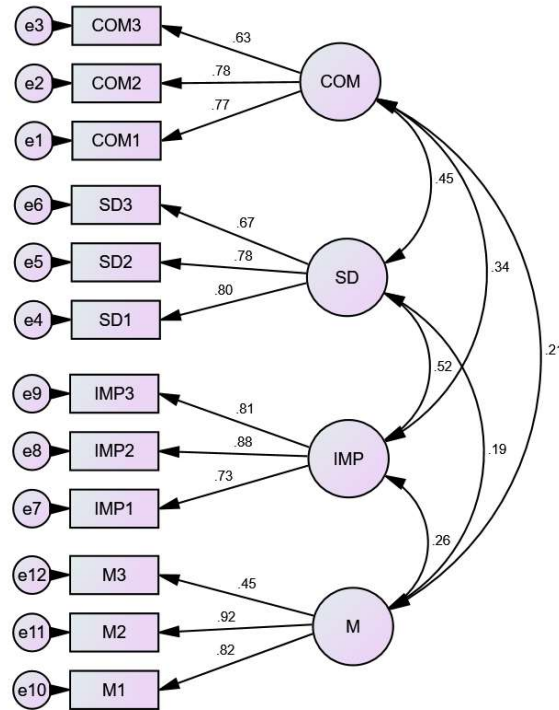


Figure 4.13: CFA – Psychological Empowerment

CMIN is the normed chi-square indices and the value in this analysis is 2.351 (see Table 4.31). P value is the probability value and it had to be <0.05 . In this case, the value of P is 0.000 hence the model met the criteria of good fit. Then researcher analyzed the goodness-of-fit index (GFI) value which was reported as 0.958. The criterion for the good fit is that the value should be closer to 1 or >0.90 hence GFI met the criteria of good fit. Then researcher evaluated normed fit index (NFI) and non-normed fit index (NNFI) respectively.

Criteria for the good fit model stated the value >0.90 . In this case, NFI value is reported as 0.944 and NNFI Tucker-Lewis index (TLI) value came out to be 0.954 which met the criteria for the good fit model. Then in the baseline comparison researcher had comparative fit index (CFI). The criterion for the good fit model is a value that is closer

to 1. In this analysis the CFI value was 0.967 which predicted a good fit model. In the end researcher have to see root mean square error of approximation (RMSEA) and the criterion for the good fit model should be the value < 0.08 . In this analysis the value of RMSEA turned out to be 0.056 which perfectly met the criterion for the good fit of the model. The results indicated a good fit model (Hair Jr et al., 2010).

Table 4.20: Model fit summary for Psychological Empowerment

Indices	Model fit summary	Good level of fit criteria
P	0.000	<0.05
CMIN/DF	2.351	<5
SRMR	0.040	<0.08
GFI	0.958	>0.90
AGFI	0.932	>0.90
NFI	0.944	>0.90
NNFI (TLI)	0.954	>0.90
CFI	0.967	>0.90
RMSEA	0.056	<0.08

4.12 Measurement Model

In the measurement model, all the items of each construct that have been confirmed through CFA were further tested collectively. Confirmed items of the constructs were further analyzed to assess whether they have significant contribution in the model (see Figure 19). The researcher reported standardized estimates in SEM as narrated by Cunningham (2008) that un-standardized estimates were relatively complex in underlying comparisons.

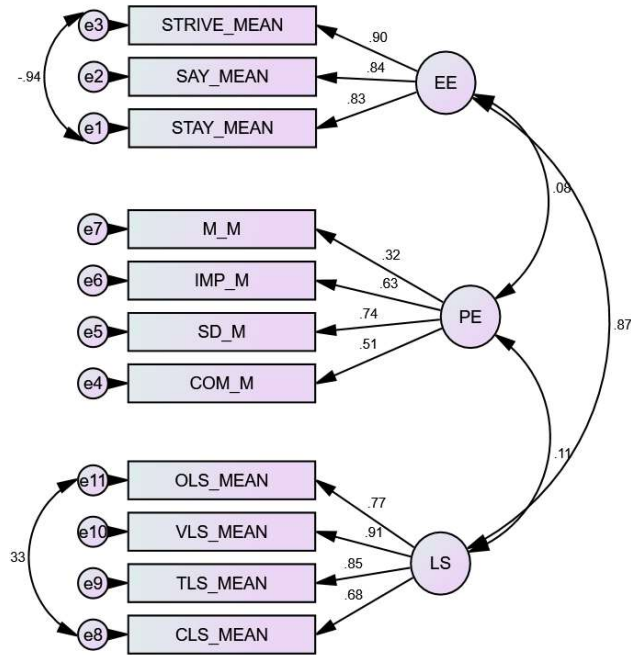


Figure 4.14: CFA – Measurement Model

CMIN is the normed chi-square indices and the value in this analysis is 4.294 (see Table 4.32). P value is the probability value and it had to be <0.05 . In this case, the value of P is 0.000 hence the model met the criteria of good fit. Then researcher analyzed the goodness-of-fit index (GFI) value which was reported as 0.937. The criterion for the good fit is that the value should be closer to 1 or >0.90 hence GFI met the criteria of good fit. Then researcher evaluated normed fit index (NFI) and non-normed fit index (NNFI) respectively. Criteria for the good fit model stated the value >0.90 . In this case, NFI value is reported as 0.934 and NNFI Tucker-Lewis index (TLI) value came out to be 0.927 which met the criteria for the good fit model. Then in the baseline comparison researcher had comparative fit index (CFI).

The criterion for the good fit model is a value that is closer to 1. In this analysis the CFI value was 0.948 which predicted a good fit model. In the end researcher have to see root mean square error of approximation (RMSEA) and the criterion for the good fit model should be the value < 0.08 . In this analysis the value of RMSEA turned out to be 0.08 which perfectly met the criterion for the good fit of the model. Error terms e1 and e3, e8 and e11 were correlated as they have high modification indices value. The results indicated a good fit model (Hair Jr et al., 2010).

Table 4.21: Model fit summary for Measurement Model

Indices	Model fit summary	Good level of fit criteria
P	0.000	<0.05
CMIN/DF	4.294	<5
SRMR	0.018	<0.08
GFI	0.937	>0.90
AGFI	0.894	>0.90
NFI	0.934	>0.90
NNFI (TLI)	0.927	>0.90
CFI	0.948	>0.90
RMSEA	0.08	<0.08

4.13 Instrument Validity

According to Hair Jr et al. (2010), instrument validity refers to the measure what it is used to measure. In order to analyze the instrument validity; convergent validity and discriminant validity was considered.

4.13.1 Convergent Validity

Convergent validity elaborates the strength of correlation between the measures of the same concept (Hair Jr et al., 2010). In the below table researcher presented a summary of the factor loadings range, composite reliability (CR) and average variance extracted

(AVE) values. AVE and CR cannot be calculated through AMOS therefore both were extracted through excel macros.

For the construct CLS, this study had five items with factor loading ranges from 0.78 – 0.91. For construct TLS, this study has five items with factor loading ranges from 0.72 - 0.86. For construct VLS, this study has five items with factor loading ranges from 0.41 – 0.65. For construct OLS, this study also has five items with factor loading ranges from 0.64 – 0.81. With these factor loadings leadership styles as a construct has CR value of 0.882 with AVE of 0.653.

For construct EE researcher have three dimensions i.e. say, stay and strive. Say has four items with factor loading ranges from 0.60-0.75. For stay this study have three items with factor loading ranges from 0.71–0.79. For strive this study have six items with factor loading ranges from 0.56–0.74. With these factor loadings employee engagement as a construct has CR value of 0.893 with AVE of 0.735.

For construct psychological empowerment researcher have four dimensions i.e. impact, self-determination, competence and meaning. Impact has three items with factor loading ranges from 0.73 - 0.88. Self-determination has three items with factor loading ranges from 0.67 – 0.80. Competence has three items with factor loading ranges from 0.63 – 0.78. With these factor loadings psychological empowerment as a construct has CR value of 0.942 with AVE of 0.582.

The benchmark for average variance extracted (AVE) is > 0.5 (Hooper et al., 2008). AVE with a value above 0.5 is considered an indicator of convergent validity. In this study all construct has AVE above 0.5 which validates convergent validity. Researcher

should also keep in mind that AVE value ranged from 0 to 1 and it is the representative of proportionate of variance because of the latent variable. The acceptable range of composite reliability is 0.70 or above (Cooper & Schindler, 2014). In this study all construct has CR above 0.70 which validates convergent validity. Table 4.33 has demonstrated constructs factor loading range, composite reliability and average variances extracted.

Table 4.22: Constructs Composite Reliability and AVE

Constructs	Codes	Number of Items	Factors loading Range	Composite Reliability (CR)	Average Variance Extracted (AVE)
Leadership Styles	CLS	5	0.78 - 0.91	0.882	0.653
	TLS	5	0.72 - 0.86		
	VLS	5	0.41 – 0.65		
	OLS	5	0.64 - 0.81		
Employee Engagement	SAY	4	0.60 – 0.75	0.893	0.735
	STAY	3	0.71 – 0.79		
	STRIVE	6	0.56 – 0.74		
Psychological Empowerment	COM	3	0.63 - 0.78	0.942	0.582
	SD	3	0.67 – 0.80		
	IMP	3	0.73 – 0.88		
	M	3	0.45 – 0.92		

4.13.2 Discriminant Validity

Discriminant validity deals with inter construct correlations to assess whether an instrument have a construct that has similarity or same as another construct. Hair Jr et al. (2010) narrated that discriminant validity measure latent constructs without cross loading. Discriminant validity conditions meets when the correlation among exogenous construct is less than 0.85 (Cooper & Schindler, 2014). Another condition to meet the discriminant validity, the value of inter construct correlation should be less than the value of square root of AVE. In this study, both the conditions of discriminant validity have validated. Table 4.34 has demonstrated discriminant validity of leadership style.

Table 4.23: Discriminant validity - Leadership Styles

	VLS	TLS	OLS	CLS
VLS	0.506			
TLS	0.560	0.801		
OLS	0.789	0.462	0.868	
CLS	0.525	0.725	0.359	0.831

To validate the employee engagement constructs discriminant validity was presented in Table 4.35.

Table 4.24: Discriminant validity - Employee Engagement

	STAY	SAY	STRIVE
STAY	0.689		
SAY	0.550	0.737	
STRIVE	0.684	0.787	0.846

In order to validate the psychological empowerment constructs discriminant validity was presented in Table 4.36.

Table 4.25: Discriminant validity - Psychological Empowerment

	IMP	COM	SD	M
IMP	0.806			
COM	0.337	0.729		
SD	0.523	0.449	0.751	
M	0.264	0.212	0.194	0.754

In this study, correlation among exogenous constructs are less than 0.85 and the value of inter construct correlation is less than the value of square root of AVE. Therefore, it fulfils the conditions of discriminant validity.

4.14 Structural Equation Modeling

SEM is the broader terminology that comprises varied statistical techniques (Cunningham, 2008). It is comprehensive in that it covers multiple regression, factor analysis, and multivariate and univariate of variance. SEM enables a researcher to consider the error that evolves with the measure in the operationalization process. SEM is used to test the good fit of the model because if the model is a good fit it means it is aligned with the theoretical framework of the study. This statistical technique was considered to be best fit for this research work as researcher was investigating the relationship between leadership styles and employee engagement behavioral outcomes (i.e. say, stay and strive). In addition, SEM permits the scholar to investigate the impact of a latent variable on observed variables (Baumgartner & Homburg, 1996). It is very important to notice that SEM evolved from regression. SEM is more specific and progressive/advanced hence it is important to use SEM as a substitute for regression (Qiu & Lin, 2009).

4.14.1 Model of independent variables with SAY (behavioral outcomes)

In this model researcher had leadership styles as independent variables (i.e. CLS, TLS, VLS and OLS) and Say as behavioral outcome of employee engagement (see Table 4.38). CLS had showed regression coefficient value of -0.25 in relation with Say. TLS had regression coefficient of 0.41 in relation with one of the key constructs of employee engagement: Say. VLS had five items with regression coefficient of 0.23 in relation with Say and OLS also had five items with regression coefficient of 0.37 in relation to Say as a construct of employee engagement (see Figure 4.15).

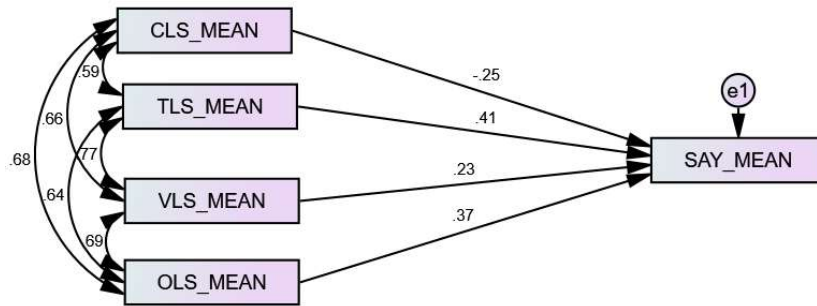


Figure 4.15: Model of Leadership Styles (Independent Variables) with SAY (behavioural outcomes)

In the below Table 4.37 regression weights, CR and P value was presented, and results of hypothesis testing was demonstrated.

Table 4.26: Structural Model and Hypothesis Testing - Leadership Style and SAY

Indices	Estimate	CR	P value	Results
CLS → SAY	-0.251	-5.254	***	Supported
TLS → SAY	0.405	7.632	***	Supported
VLS → SAY	0.229	3.964	***	Supported
OLS → SAY	0.368	7.308	***	Supported

4.14.2 Model of independent variables with STAY (behavioral outcomes)

In this model researcher had leadership styles as the independent variables (i.e. CLS, TLS, VLS and OLS) and Stay as behavioral outcome of employee engagement (see Table 48). CLS has five question items and showed regression coefficient value of -0.18 in relation with Stay. TLS had regression coefficient of 0.42 in relation with one of the

key constructs of employee engagement: Stay. VLS had five items with regression coefficient of 0.45 in relation with Stay and OLS also had five items with regression coefficient of 0.01 in relation to Stay as construct of employee engagement (see Figure 4.16).

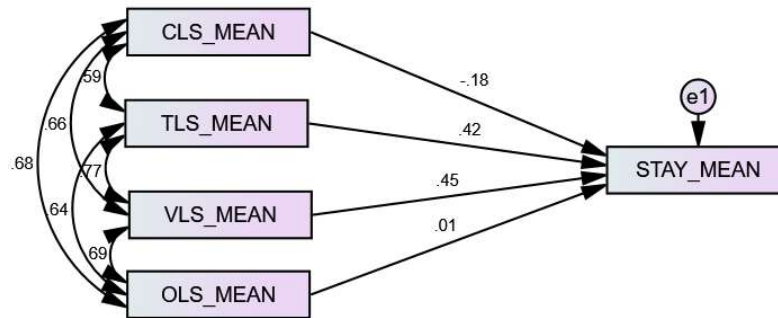


Figure 4.16: Model of Leadership Styles (Independent Variables) with STAY (behavioural outcomes)

In the below Table 4.38 regression weights, CR and P value was presented, and results of hypothesis testing was demonstrated.

Table 4.27: Structural Model and Hypothesis Testing - Leadership Style and STAY

Indices	Estimate	CR	P value	Results
CLS → STAY	-0.176	-3.600	***	Supported
TLS → STAY	0.423	7.775	***	Supported
VLS → STAY	0.449	7.575	***	Supported
OLS → STAY	0.009	0.180	***	Supported

4.14.3 Model of independent variables with STRIVE (behavioral outcomes)

In this model independent variables (i.e. CLS, TLS, VLS and OLS) and Strive as behavioral outcome of employee engagement are presented (see Table 50). CLS has five question items and shows regression coefficient value of -0.08 in relation with one of the key constructs of employee engagement: strive. TLS had a regression coefficient of 0.12 in relation with Strive. VLS had a regression coefficient of 0.33 in relation with strive and OLS had five items with regression coefficient of 0.47 in relation to strive as construct of employee engagement (see Figure 4.17).

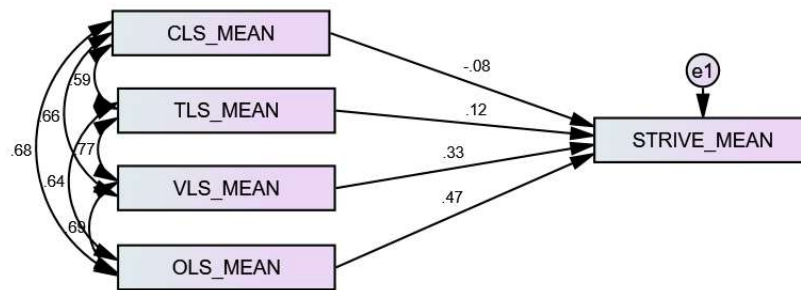


Figure 4.17: Model of Leadership Styles (Independent Variables) with STRIVE (behavioural outcomes)

In the below Table 4.39 regression weights, CR and P value was presented, and results of hypothesis testing was demonstrated.

Table 4.28: Structural Model and Hypothesis Testing - Leadership Style and STRIVE

Indices	Estimate	CR	P value	Results
CLS → STRIVE	-0.078	-1.745	0.041	Supported
TLS → STRIVE	0.119	2.413	0.016	Supported
VLS → STRIVE	0.329	6.103	***	Supported
OLS → STRIVE	0.474	10.129	***	Supported

4.14.4 Model of independent variables with EMPLOYEE ENGAGEMENT

In this model independent variables (i.e. CLS, TLS, VLS and OLS) and employee engagement are presented (see Table 4.40). CLS has five question items and showed regression coefficient value of -0.19 in relation with employee engagement. TLS had regression coefficient of 0.38 in relation with employee engagement. VLS had regression coefficient of 0.40 in relation with employee engagement and OLS had five items with regression coefficient of 0.29 in relation to employee engagement (see Figure 4.18).

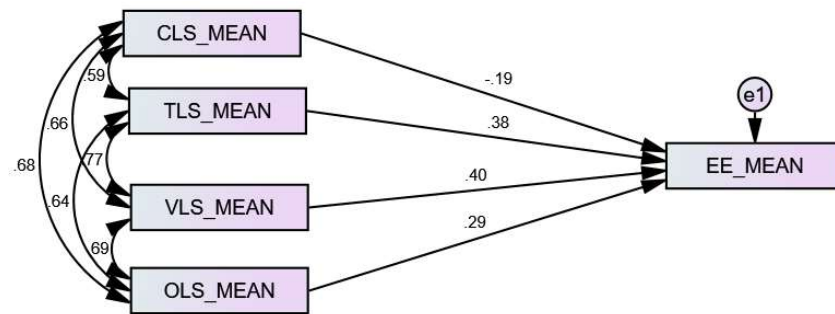


Figure 4.18: Model of Leadership Styles (Independent Variables) with Employee Engagement

In the below Table 4.40 regression weights, CR and P value was presented, and results of hypothesis testing was demonstrated.

Table 4.29: Structural Model and Hypothesis Testing - Leadership Style and Employee Engagement

Indices	Estimate	CR	P value	Results
CLS → EE	-0.194	-4.889	***	Supported
TLS → EE	0.376	8.518	***	Supported
VLS → EE	0.398	8.268	***	Supported
OLS → EE	0.289	6.906	***	Supported

4.15 Moderation Analysis

The moderating effect of psychological empowerment were investigated between the relationship of leadership styles and employee engagement to achieve the third objective of the study.

4.15.1 Moderation (Case 1)

The third objective of this study was to assess the moderating effect of psychological empowerment between the relationship of classical leadership style and employee engagement. As stated by Preacher, Rucker, and Hayes (2007), ‘The procedure of interaction effect was used to test the moderating effects’ of psychological empowerment. Interaction terms were created by multiplying the classical leadership style as an independent variable) with psychological empowerment as a moderating variable. Figure 4.19 shows the moderation effect of psychological empowerment on the relationship between classical leadership style and employee engagement.

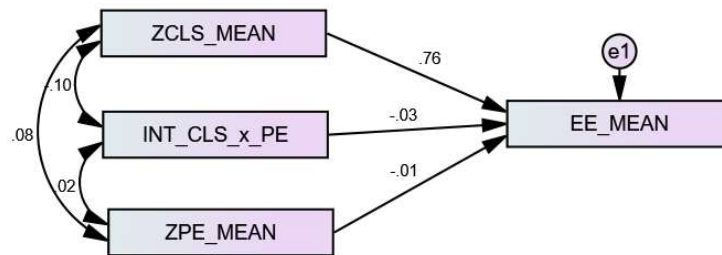


Figure 4.19: Moderation (Case 1)

The results of the analysis show that psychological empowerment does not moderate the relationship between classical leadership styles and employee engagement as the results are not significant (see Table 4.41).

Table 4.30: Moderation effect (Case 1)

Indices	Estimate	CR	P value	Results
CLS → EE	0.758	23.963	***	
INT CLS*PE → EE	-0.030	-0.954	0.340	Not Supported
PE → EE	-0.005	-0.172	0.863	

Figure 4.20 shows the moderating effect (case 2) that reflects the interaction effect of psychological empowerment between the relationship of transactional leadership style and employee engagement.

4.15.2 Moderation (Case 2)

The objective of this study was to also analyze the moderating effect of psychological empowerment between the relationship of transactional leadership style and employee engagement. Interaction terms were created by multiplying the transactional leadership style as an independent variable) with psychological empowerment as a moderating variable. Figure 4.20 shows the moderation effect of psychological empowerment on the relationship between transactional leadership style and employee engagement.

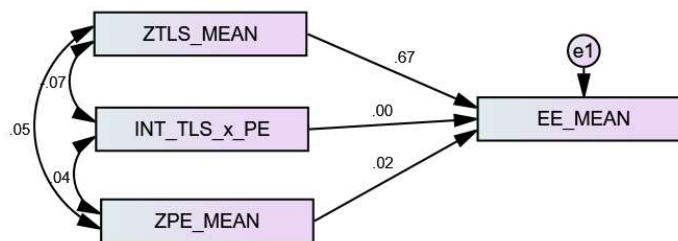


Figure 4.20: Moderation (Case 2)

The results of the analysis show that psychological empowerment does not moderate the relationship between transactional leadership styles and employee engagement as the results are not significant (see table 4.42).

Table 4.31: Moderation effect (Case 2)

Indices	Estimate	CR	P value	Results
TLS → EE	0.670	18.663	***	
INT TLS*PE → EE	-0.004	-0.098	0.922	Not Supported
PE → EE	0.024	0.659	0.510	

Figure 4.21 shows the moderating effect (case 3) that reflects the interaction effect of psychological empowerment between the relationship of visionary leadership style and employee engagement.

4.15.3 Moderation (Case 3)

The objective of this study was to also analyze the moderating effect of psychological empowerment between the relationship of visionary leadership style and employee engagement. Interaction terms were created by multiplying the visionary leadership style as an independent variable) with psychological empowerment as a moderating variable. Figure 4.21 shows the moderation effect of psychological empowerment on the relationship between visionary leadership style and employee engagement.

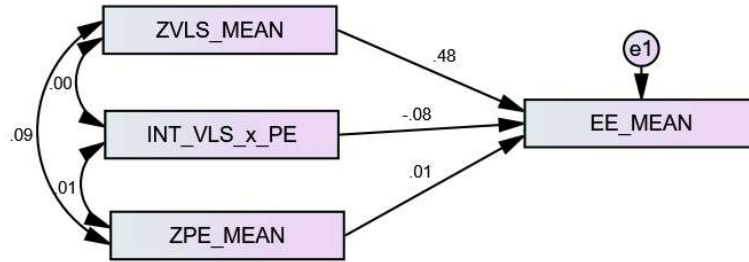


Figure 4.21: Moderation (Case 3)

The results of the analysis show that psychological empowerment moderates the relationship between visionary leadership styles and employee engagement as the results are significant (see table 4.43).

Table 4.32: Moderation effect (Case 3)

Indices	Estimate	CR	P value	Result
VLS → EE	0.485	11.475	***	
INT VLS*PE → EE	-0.082	-1.959	0.050	Supported
PE → EE	0.014	0.343	0.731	

Figure 4.22 displays the effect of moderation relationship. In this study, Psychological empowerment as moderator dampens the positive relationship between visionary leadership style and employee engagement.

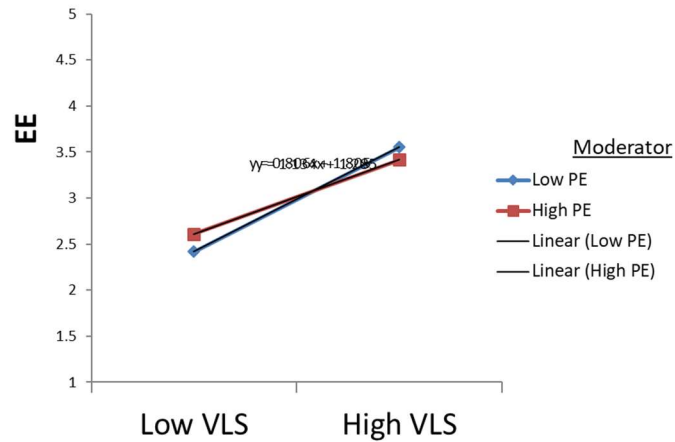


Figure 4.22: Moderation (Case 3) Relationship

Figure 4.22 shows the moderating effect (case 4) that reflects the interaction effect of psychological empowerment between the relationship of organic leadership style and employee engagement.

4.15.4 Moderation (Case 4)

The objective of this study was to also analyze the moderating effect of psychological empowerment between the relationship of organic leadership style and employee engagement. Interaction terms were created by multiplying the organic leadership style as an independent variable) with psychological empowerment as a moderating variable. Figure 28 shows the moderation effect of psychological empowerment on the relationship between organic leadership style and employee engagement.

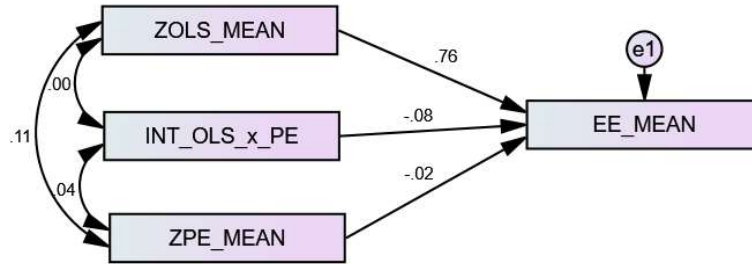


Figure 4.23: Moderation (Case 4)

The results of the analysis show that psychological empowerment moderates the relationship between organic leadership styles and employee engagement as the results are significant (see Table 4.44).

Table 4.33: Moderation effect (Case 4)

Indices	Estimate	CR	P value	Results
OLS → EE	0.756	23.898	***	
INT OLS*PE → EE	-0.075	-2.396	0.017	Supported
PE → EE	-0.019	-0.599	0.549	

Figure 4.24 displays the effect of moderation relationship. In this study, Psychological empowerment as moderator dampens the positive relationship between organic leadership style and employee engagement.

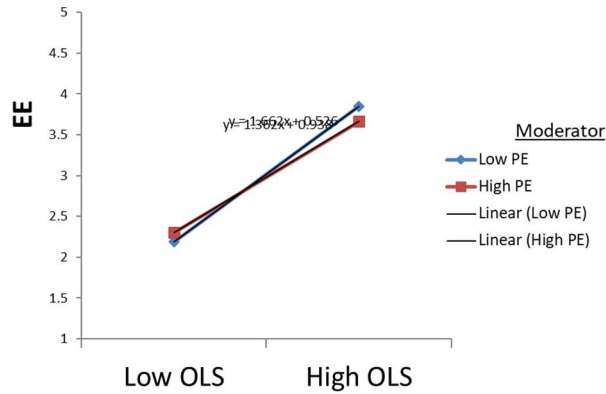


Figure 4.24: Moderation (Case 4) Relationship

From the above analysis researcher have concluded that psychological empowerment does not moderate the relationship between CLS \rightarrow EE and TLS \rightarrow EE. However, psychological empowerment moderates the relationship between VLS \rightarrow EE and OLS \rightarrow EE but it dampens the positive relationship between VLS \rightarrow EE and OLS \rightarrow EE.

4.16 Consolidated Presentation of Results

Below is the consolidated presentation of final analysis (see Figure 4.25) showing relationship between leadership style and employee engagement and moderating role of psychological empowerment.

using interaction effect to address the research question 3 (Hypotheses 17 to 20). Below Table 4.45 shows you summary of results.

Table 4.34: Summary of Results of Hypotheses

Hypothesis	Structural Path	Regression	P	Result
H1	CLS → EE	-0.194	***	ACCEPTED
H2	TLS → EE	0.376	***	ACCEPTED
H3	VLS → EE	0.398	***	ACCEPTED
H4	OLS → EE	0.289	***	ACCEPTED
H5	CLS → SAY	-0.251	***	ACCEPTED
H6	CLS → STAY	-0.176	***	ACCEPTED
H7	CLS → STRIVE	-0.078	0.041	ACCEPTED
H8	TLS → SAY	0.405	***	ACCEPTED
H9	TLS → STAY	0.423	***	ACCEPTED
H10	TLS → STRIVE	0.119	0.016	ACCEPTED
H11	VLS → SAY	0.229	***	ACCEPTED
H12	VLS → STAY	0.449	***	ACCEPTED
H13	VLS → STRIVE	0.329	***	ACCEPTED
H14	OLS → SAY	0.368	***	ACCEPTED
H15	OLS → STAY	0.009	***	ACCEPTED
H16	OLS → STRIVE	0.474	***	ACCEPTED
H17	CLS*PE → EE	-0.030	0.340	ACCEPTED
H18	TLS*PE → EE	-0.004	0.922	ACCEPTED

H19	VLS*PE → EE	-0.082	0.050	ACCEPTED
H20	OLS*PE → EE	-0.075	0.017	ACCEPTED

4.18 Chapter Summary

In this chapter, researcher have analyzed descriptive statistics, reliability, Correlation, Univariate and Multivariate normality. Subsequently, Confirmatory factor analysis, measurement model was calculated. Then the instrument was validated with convergent and discriminant validity before proceeding to SEM. SEM technique was used through AMOS 24 to investigate the proposed hypotheses of the study. Finally, then researcher has presented the summary of results.

5 CHAPTER FIVE: DISCUSSION

5.1 Introduction

This chapter comprises a discussion on the findings of the study. The objective of this empirical study is to investigate the relationship between leadership styles and employee engagement. Second objective of this study is to investigate the impact of perceived leadership styles on behavioral outcomes i.e. say, stay, strive of employee engagement. Third objective of this study is to assess if psychological empowerment moderates the relationship between leadership style and employee engagement. Employees working in retail stores in Pakistan are considered for this study. Retail stores considered for this study are food retailers and non-food retailers.

Employee engagement remains a major challenge for leaders working in the retail sector (Pritchard, 2008). According to Fink (2012), customer service, output, gains and functioning in the workplace are adversely influenced by a disengaged workforce. Snell (2009) agreed on the point that while companies had varying expectations and requirements, attaining a high degree of engagement in the personnel is a target. In the opinion of de Mello e Souza Wildermuth and Pauken (2008a), a common challenge was to find out the circumstances in which some of the workers were completely engaged with the rest being disengaged. Corace (2007) stated that leaders want to know the reasons for varied degrees of employee engagement. The leaders of the retail sector face difficulties in getting their employees engaged (Turner, 2007). The researchers at Gallup reported that the ratio of connected workforce versus not-connected is 1.83:1 which poses a major challenge for retail organizations as well as retail leaders (Gallup, 2010).

As validated by O Neal and Gebauer (2006), the key component of workforce engagement is leadership. Wellins and Concelman (2005) stated that the traits of a leader have an impact on workforce involvement and connection. The workplace has workers from multiple age groups which results in variations in their viewpoint toward the company, line manager and tasks (Patota et al., 2007). According to Wilson and Folz (2005), there are variations in the ways workers do their job and communicate with others. As stated by Nickels et al. (2008), leadership approaches varied from leader-focused to follower-focused approach. Further explained by Sexton (2007), the utmost responsibility of a leader is to take care of his or her followers' expectations. As recommended by Lyons (2009), a leader should review his or her approach toward followers in terms of engaging followers. Corace (2007) stated that the key focus of a leader should be employee engagement and connection.

Company efficiency can be observed in the way workers do their job and behave with other. Managers in a leading role always influence worker connection within the workplace. It is worth sharing here that some styles of leadership are more focused on quick rewards and hence termed as short-term perspective; however, others are more tilted toward long-term perspective.

The study was based on LMX theory which forms the basis of the creation of differentiated groups in the company. Leader-member exchange theory is relationship-based approach to leadership that is focused on dyadic relationship between leaders and members (Liden et al., 2000). This theory has its foundation in the excellence of relationship between leader and member. The theory included every aspect except development of faith among the team members or among the coworkers.

The structure of the discussion chapter is as follows: The researcher explained the findings of the study about G. C. Avery (2004) styles of leadership and employee engagement (i.e. CLS and employee engagement, TLS and employee engagement, VLS and employee engagement, OLS and employee engagement). Then researcher discussed the results of the study about G. C. Avery (2004) leadership styles and behavioral outcomes of employee engagement (i.e. say, stay and strive) and then findings of the study related to moderating variable (psychological empowerment) are incorporated. In the end, researcher presented a chapter summary.

5.2 Classical Leadership Style and Employee Engagement

The findings of the study showed that classical leadership style has negative relationship with employee engagement hence classical leadership style is cultivating employee disengagement in the socio-cultural context of Pakistan. Therefore, employees working in retail organization in Pakistan are dis-engaged under classical leadership.

Classical style of leadership is not positively perceived by employees and results in employee dis-engagement. Zhang (2011) validated that classical leadership style is negatively associated with employee engagement. There might be situations where you need a commanding style of leadership, but it must be situational. If this continues as a regular style of leadership, it will result in employee disengagement. Classical leaders are commanding and directing hence the leader has control (G. C. Avery, 2004). It has found from various studies that accountability comes with responsibility. If leaders are in control of everything then they will be responsible for the results. In such cases, followers or team members do not own the job as they do not hold responsible hence

they are not held accountable. In this style of leadership, poor communication was observed between the leader and the follower.

There is a huge communication gap between the two hence the situation at the business cannot be easily improved. An essential constituent of classical style of leadership is control. As stated by McLain and Hackman (1999), control is closely connected to risk which results in low level of trust. Many researchers claimed that employees will have a high engagement level if they are fully involved in accomplishing the assigned task. Effective line managers produce a valuable and effective workforce (Compton, 2009; Corace, 2007; Executive, 2007; McLain & Hackman, 1999; D. Robinson et al., 2004).

Businesses which are enriched with competent and respected leaders carry a high level of engaged workforce. Relationship excellence comes from the personal relationship between the worker and line manager. Under classical leadership, operations in the organization became repetitive and predictable with no focus on relationship. G. C. Avery (2004) stated that organization that are vastly controlled by classical leaders produce dis-connected workforce. The efficiency of a leader is based on attributes of the assignment, workforce and organizational setting. As stated by G. C. Avery (2004), the classical style of leadership is suitable if the culture of the organization is steady and rigid, when workers accept the dominating role of their line manager; hence, this style is not positively connected with employee engagement.

As stated by Shaw and Bastock (2005), workers feel honored if the work performed by them makes a substantial contribution to the business's success. As mentioned by G. C. Avery (2004), under a classical style of leadership, the workers have limited authority

and group performance answerability lies with the leader; hence, workers' contribution is not significant and their participation in business success is low; this is in line with the findings of this study.

Research work claimed that studies on the association between customer and worker gratification and business results under classical leaders is very rare. Hence, it is found that there is no direct connection between the classical style of leader and workers' pride in the company (Bernard M. Bass, 1985; Deluga, 1988; Spinelli, 2006).

Employees' commitment is influenced by their team affiliates and coworkers. As explained, working with qualified and supportive team affiliates always creates value for the worker (D. R. Avery et al., 2007; Barbera et al., 2009; Bates, 2004; Corace, 2007; Craig & Silverstone, 2010; D. Robinson et al., 2004; Seijts & Crim, 2006). Under an authoritative style of leadership, less trained, less experienced and less qualified workers get the job, which is in line with the finding of the study that classical leadership styles is negatively connected with employee engagement.

5.3 Transactional Leadership Styles and Employee Engagement

The results of the study showed that transactional leadership style is positively connected to employee engagement in the socio-cultural context of Pakistan. G. C. Avery (2004) narrated leaders who have a transactional relationship with the workforce involve themselves in negotiations with followers, inspire and influence them to accomplish a job task and get things in return. In the cultural context of Pakistan, it was found that followers feel themselves more connected with transactional leaders hence it is also found that employees perform better in a negotiation environment in Pakistan.

G. C. Avery (2004) findings are in contrast with the findings in the context of Pakistan as people feel more empowered under transactional leaders.

Transactional leadership is based on exchange of relationship between leader and worker by using reward and punishment (Bernard M Bass & Riggio, 2006). It is further validated by Hargis et al. (2011) that transactional leaders can have positive relationship with employees; as high reward are source of attraction and engagement and employees recommend prospective clients and employees to the organization. In various contexts researchers mentioned that, transactional leaders can have positive relationship with employees; as reward are source of attraction and engagement (Harackiewicz & Manderlink, 1984).

As explained by Shaw and Bastock (2005) tasks and actions that are social in nature help leaders to develop a team. The efficiency of a leader is based on attributes of assignment, workforce and organizational setting. As stated by G. C. Avery (2004), the transactional style of leadership is suitable if the culture of the organization is steady and rigid, when workers accept the dominating role of their line manager. In the case of employees working in retail organizations in Pakistan; it is found that performance-reward based approach enabled leaders to develop engaged workforce.

Further explained by Epitropaki and Martin (2005), workers doing their jobs under leadership that has a transactional way of dealing with a team are more tilted toward quick gains and task-based return. Review of literature showed that Pakistan is full of labor resources and there is an intense competition; hence employees work for quick gains rather than long-term opportunities. The results of this study suggested that

transactional leaders have more effective connect with employees in the socio-cultural context of Pakistan.

Researchers claimed that studies on the association between customer and worker gratification and business results under transactional leaders are very rare. In this study it was found that Pakistani workers feel pride in the organization which offers quick gains or performance-based reward to employees; hence, it is found that they perform better under transactional leaders (Bernard M. Bass, 1985; Deluga, 1988; Spinelli, 2006). As witnessed by MacKenzie, Podsakoff, and Rich (2001), the sympathetic conduct of employees is seen less in transactional style of leadership. However, one of the findings of the current study was that in the cultural context of Pakistan more affiliate coworkers are observed under transactional leaders.

5.4 Visionary Leadership Style and Employee Engagement

The findings of the study showed that visionary leadership style is positively connected to employee engagement in the socio-cultural context of Pakistan. Therefore, if employees perceived that their supervisor/line manager exercised a visionary style of leadership, it results in an engaged workforce. Studies suggested that visionary leaders focus on cooperation. Such leaders discuss problems with employees; workers' opinions are valued, and employees are consulted to obtain a consensus. This style of leadership results in extensive and open communication. Therefore, a positive relationship generates between visionary leaders and employees and results in employee engagement. It is also validated by Zhang (2011) that visionary leadership style is positively connected with employee engagement.

As shared by G. C. Avery (2004), honesty, impartiality and trustworthiness are key physiognomies of visionary leaders. Under this style of leadership, visionary leaders are the role models and trust are massively cultivated. Therefore, visionary leaders demonstrate a high level of trust and have a positive relationship with employee engagement. According to Epitropaki and Martin (2005), visionary leaders provide meaning and challenge. Further it was elaborated by G. C. Avery (2004) that the cooperative style embraced by visionary leaders results in a consensus on decisions. Workers follow a common vision in this scenario. Hence in the physiognomy of visionary leadership, workers have high involvement in their job and high employee engagement.

Researchers such as Spinelli (2006) established that visionary leaders are sympathetic (G. C. Avery, 2004), encouraging and motivational. Workers in the organizations have trust and faith in such line managers. Martin and Bush (2006) stated that visionary leaders encourage a strong binding between the worker and the line manager (Liaw et al., 2010). Visionary leaders in the organization transfer the business vision to employees in such a way that the workers are aware of the tasks assigned to them and their expected outcomes (G. C. Avery, 2004). As further stated that the followers of visionary leaders are committed to delivering for the advantage of the business (B. Bass, 1990). Hence under visionary leaders the workers deliver a high contribution toward the goals and objectives of the business.

The supportive conduct of workers with team affiliates is mostly found under the visionary style of leadership. Hence highly sympathetic coworkers and affiliates are

found in this style of leadership. Higher engagement in employees has been attributed to visionary leaders (Yasin Ghadi et al., 2013).

Professionally qualified and experienced employees need to achieve the bigger picture (i.e. vision). As mentioned by MacKenzie et al. (2001), the supportive conduct of workers with team affiliates is mostly found under the visionary style of leadership. Hence, highly sympathetic coworkers and affiliates are found in this style of leadership. Therefore, the study suggested that in the cultural context of Pakistan, workers feel more connected and engaged with visionary leaders and under VLS.

5.5 Organic Leadership Style and Employee Engagement

The results of the study showed that organic leadership style is positively connected to employee engagement. According to G. C. Avery (2004), under organic leadership, both leaders and followers are involved in making the decisions jointly and achieve a consensus without having a formal leader. In this style of leadership, common vision, shared values and culture are key physiognomies. This style of leadership results in extensive and open communication.

Under the organic style of leadership, the level of trust is high, as everyone is self-managed and self-leading. Building on the argument, Bergsteiner and Avery (2007) narrated that in organic style of leadership, trust levels are vigorous. Hence physiognomies of organic leadership possess high levels of honesty, integrity and trust which showed as a positive relationship between OLS and employee engagement in the context of Pakistan. This is further validated by Zhang (2011) that organic leadership style is positively associated with employee engagement.

Workers under organic leadership are like cooperative associates who are self-managing and self-directing so they themselves think, decide and act considering the best for the business. It was further narrated by G. C. Avery (2004) that such employees have the ability to ascertain and solve issues and make conclusions in the favor of the business. Hence the workers deliver a high contribution toward the goals and objectives of the business. In his recent work, Jing (2009) claimed that better business results, worker and customer gratification are found in organic style of leadership.

As mentioned by Hirschhorn (1998), the responsibilities and assignments of the people are not directive and authoritative hence highly sympathetic coworkers and affiliates are the physiognomy of this leadership style. Hence the study showed that employees' perception of an OLS in their line manager inclines to be positively associated with employee engagement in the socio-cultural context of Pakistan.

5.6 Classical Leadership Style and Say, Stay and Strive

The finding of the study suggested that there is an inverse relationship between employees' perception of CLS of their line manager and 'Say', 'Stay' and 'Strive' as behavioral outcome of employee engagement. Three hypotheses have developed in this study to evaluate it. Executive (2007) stated that 'say' is one of the key behavioral outcomes of employee engagement. Organizations controlled and managed by classical have no or low input from employees in the decision making (Zhang, 2011) therefore employee feel no 'say' in the organization. Fine et al. (2010) stated that the essential behavioral outcome of employee engagement is 'stay'.

Classical leaders are less sympathetic and less supportive in nature (G. C. Avery, 2004) and employees working under classical leaders do not intended to stay in the organization for the longer period. Executive (2007) stated that ‘strive’ is one of the key behavioral outcomes of employee engagement. Under classical style of leadership, the workers have limited authority and group performance answerability lies with the leader, hence, workers’ contribution is not significant and their engagement is low. Employees do not involve themselves in going an extra mile for the company.

G. C. Avery (2004) stated that leaders with classical behavior are commanding and directing hence control lies with the leader and the employee has less say in the organization. An essential constituent of classical style of leadership is control. G. C. Avery (2004) stated that workers have less authority in the organizations led by CLS leaders. Social tasks encourage leaders to build and develop teams (D. R. Avery et al., 2007; Barbera et al., 2009; Bates, 2004; Corace, 2007; Craig & Silverstone, 2010; D. Robinson et al., 2004; Seijts & Crim, 2006). Organizations with CLS leaders have rigid culture (G. C. Avery, 2004), therefore worker engagement is less observed.

5.7 Transactional Leadership Style and Say, Stay and Strive

The results of the study elucidated that there is positive relationship between transactional leadership style and ‘Say’, Stay and “Strive” as behavioral outcome of employee engagement. Transactional leaders have transactional relationship with the employees (G. C. Avery, 2004). Leaders involve followers in negotiations and encourage them to accomplish a task and get things in return (Zhang, 2011). As stated by Harackiewicz and Manderlink (1984), reward creates attraction for the employees

and employee 'say' positive about the organization. G. C. Avery (2004) narrated that such leaders have a transactional relationship with the workforce. In this case leaders involve themselves in negotiations with followers, inspire and influence them to accomplish a job task and get things in return. Therefore, in such cases employees feel that they have more interest in the company. In the cultural context of Pakistan, it is found that followers feel themselves more connected with transactional leaders hence it is also observed that employees perform better in a negotiation environment in Pakistan. It is also found that the job environment in Pakistan is very competitive therefore healthy competition creates a negotiated environment. Transactional leadership style can result into employee engagement (Vidyakala & Rani, 2015). It is further elaborated that transactional leader satisfies employees needs in exchange for certain outcomes (B. Bass, 1990). Employee intend to stay at the organizations and feel comfortable with leaders where rewards are attractive.

Researchers Hemdi and Nasurdin (2006) established the fact that trust has a positive association with one of the behavioral aftermaths of workforce engagement construct: Stay. It was observed that employees working in Pakistan in retail stores would prefer to stay with the company, but transactional leaders have to place trust in them and offer them a reasonable return. 'Strive' is one of key behavioral outcome of employee engagement (Executive, 2007; Fine et al., 2010). Performance of the followers might impact working under transactional leaders. Transactional leadership as a process based on social exchanges between leader and employees to perform a specific transaction (Chaudhry & Javed, 2012). It is based on expected reward in return for the compliance with their effort, productivity and loyalty. For the reward employees go an extra mile to

do the assigned tasks. Transactional leaders as leaders that make work possible through employees by adjusting their activities more proficient and developed.

5.8 Visionary Leadership Style and Say, Stay and Strive

The finding of the study elucidated that there is positive relationship between visionary leadership style and ‘Say’, Stay and “Strive” as behavioral outcome of employee engagement. Visionary style of leadership results in extensive and open communication. Employee speak high of the organization as they are connected at all stages. It is validated that employees will say positive about the leader and organization and carry a high engagement level if they have been fully involved in accomplishing the assigned task (D. R. Avery et al., 2007; Barbera et al., 2009; Bates, 2004; Corace, 2007; Craig & Silverstone, 2010; D. Robinson et al., 2004; Seijts & Crim, 2006).

As stated by that visionary managers have to put in sincere efforts and invest time and energy in workers in order to grow and develop them in the time to come and due to this reason worker remain sincere in contributing in organizational growth and development (CIPD, 2007; Craig & Silverstone, 2010; Dewhurst et al., 2009; Shaw & Bastock, 2005). It is further validated that visionary leadership has resulted into higher employee engagement (Karatepe et al., 2014). Workers may sense their growth prospects in an organization if line managers put sincere efforts and invest time and energy in workers in order to grow and develop them in times to come (D. R. Avery et al., 2007; Barbera et al., 2009; Bates, 2004; Corace, 2007; Craig & Silverstone, 2010; D. Robinson et al., 2004; Seijts & Crim, 2006).

Higher engagement in employees has been attributed to visionary leaders (Yasin Ghadi et al., 2013). Vidyakala and Rani (2015) stated that visionary (transformational) leadership style can result into employee engagement. Hemdi and Nasurdin (2006) established the fact that visionary leaders have positive relationship with 'stay' as behavioral aftermaths of employee engagement.

The literature suggested that growth prospects in a job are linked with one of the constructs of workforce engagement 'strive' as mentioned by Gong and Chang (2008) and also linked with another construct of workforce engagement 'stay' as mentioned (Stahl, Chua, Caligiuri, Cerdin, & Taniguchi, 2009). Visionary leader focused on needs and motives of their employees and assist them to reach their maximum potential (Northouse, 2013). Employees are consulted to conclude the issues with consent (Zhang, 2011). Employees who have positive connection and experiences with their organizational leaders, as found in visionary leadership styles, experience higher engagement (Bakker & Demerouti, 2008).

5.9 Organic Leadership Style and Say, Stay and Strive

The outcome of the study elucidated that there is positive relationship between organic leadership style and 'Say', 'Stay' and 'Strive' as behavioral outcomes of employee engagement. Common vision, shared values and culture are key characteristics of organic leaders (G. C. Avery, 2004). Leaders and followers both are involved in making the decisions jointly and having a consensus without having a formal leader (G. C. Avery, 2004). A self-leading workforce is found under organic style of leadership.

As explained that working with qualified and supportive team affiliates always creates value for the worker (D. R. Avery et al., 2007; Barbera et al., 2009; Bates, 2004; Corace, 2007; Craig & Silverstone, 2010; D. Robinson et al., 2004; Seijts & Crim, 2006). It is further validated by Hirschhorn (1998) that responsibilities and assignments of the people are not directive and authoritative hence highly sympathetic coworkers and affiliates communicate well about the organization.

Joint decision making and consensus between leader and follower without having a formal leader are key attributes of organic leadership style (G. C. Avery, 2004). This style of leadership results in extensive and open communication and employee prefer to stay for longer period with such organizations. It is also explained working with qualified and supportive team affiliates always creates value for the worker (D. R. Avery et al., 2007; G. C. Avery, 2004; Barbera et al., 2009; Bates, 2004; Corace, 2007; Craig & Silverstone, 2010; D. Robinson et al., 2004; Seijts & Crim, 2006).

Avery, McKay and Wilson (2007) reported that working with qualified and supportive team affiliates always creates value for the employees and employee in return give additional time and energy to the organization. The literature suggested that growth prospects in a job are linked with one of the constructs of workforce engagement 'strive' as mentioned by Gong and Chang (2008) and also linked with another construct of workforce engagement 'stay' as mentioned (Stahl et al., 2009). Hemdi and Nasurdin (2006) established the fact that trust has a positive association with one of the behavioral aftermaths of workforce engagement construct: Stay.

5.10 Leadership Styles, Employee Engagement and Psychological Empowerment

The outcome of the study elucidated that psychological empowerment does not moderate the relationship between CLS → EE and TLS → EE. However, psychological empowerment restraint the relationship between VLS → EE and OLS → EE. Results are true reflection of retail organizations in socio-cultural context of Pakistan as employees do not feel psychologically empowered under the supervisors having classical leadership styles and transactional leadership style. Visionary and organic leaders empower employees, however, psychological empowerment restrains the positive relationship between VLS → EE and OLS → EE.

Psychological empowerment influences the relationship between leadership and employee engagement. Various research studies showed that psychological empowerment effect the relationship between leadership and employee engagement and job satisfaction (Aryee & Chen, 2006). It is suggested that leadership studies should consider employees, their cognitions and their psychological states (Barroso Castro, Villegas Perinan, & Casillas Bueno, 2008; Ilies, Morgeson, & Nahrgang, 2005). It is also confirmed by Barroso Castro et al. (2008) that there is a correlation between leadership and psychological empowerment. It is further validated by Okechukwu E Amah (2018) that leadership styles have strong correlation with employee engagement.

5.11 Chapter Summary

The objective of this empirical study was to investigate the impact of perceived leadership style on employee engagement in the retail sector and in the socio-cultural context of Pakistan. First, researcher explained the findings of the study about G. C.

Avery (2004) styles of leadership and employee engagement (i.e. CLS and employee engagement, TLS and employee engagement, VLS and employee engagement, OLS and employee engagement). Then researcher discussed the results of the study about G. C. Avery (2004) leadership styles and behavioral outcomes of employee engagement (i.e. say, stay and strive).

The finding of the study showed that classical leadership style has negative relationship with employee engagement. However, transactional leadership style, visionary leadership style and organic leadership style have positive relationship with employee engagement. The findings of the study further suggested that there is an inverse relationship between classical leadership style and say, stay and strive as behavioral outcomes of employee engagement. However, the results of the study showed that there is a positive relationship between TLS, VLS and OLS and Say, Stay and Strive as behavioral outcomes of employee engagement.

In the last part, researcher shared that psychological empowerment does not moderates the relationship between classical leadership style and employee engagement and transactional leadership style and employee engagement. However, psychological empowerment restraints the positive relationship between visionary leadership style and employee engagement and organic leadership style and employee engagement.

6 CHAPTER SIX: CONCLUSION

6.1 Introduction

In today's era, companies are running a complex machine as the workplace is dynamic and old styles of leadership are being eliminated. Old styles of leadership have been left behind and new styles such as organic, visionary, participative, servant and transactional styles of leadership are taking their place. This change in leadership styles requires that people in the leading role make necessary adjustments in order to improve and enhance cooperation and collaboration. People in the leadership role who have emotional intelligence are the ones that are working on the growth and development of their workers, creating a learning environment and staying flexible which supports workforce connection and engagement.

As stated by Kainen (2010), the ability to adapt things has enabled leaders to organize their workers in such a way that they see new prospects. One of the major challenges faced by leaders is to have a connected, linked and committed workforce (Gatenby et al., 2009). Businesses have to employ and keep a young and committed workforce as there is a severe shortage of committed young workers (Dychtwald et al., 2006). In this digital era, one of the key tasks of an organization is to work out HR strategies and specifically engagement strategies. The objective of this empirical study is to investigate employees' perception about their supervisor's leadership style and its relationship with employee engagement at the workplace especially retail stores environment in Pakistan. Boddie et al. (2007) suggested that there is a dire need for plans that should spell out ways to hire and retain employees. Considering money is not the only motivating factor,

leaders in organizations should offer some other benefits or interest to employees in order to motivate them to work for the organization for the longer term and stay productive at the same time (Woodruffe, 2006). McBain (2007) maintained that in any company, workforce engagement is most affected by leaders. Yet, as claimed by Mohammad Mosadegh Rad and Hossein Yarmohammadian (2006), experience and exposure has not helped leaders to build relationship with employees. According to de Mello e Souza Wildermuth and Pauken (2008a), leaders cannot force employees to stay connected with them. Therefore it is advised that leaders should focus on leadership styles as they help them to build bonding with employees (Lyons, 2009).

The finding of the study suggests that employees' perception of a CLS in their line manager/supervisor/boss inclines to be negatively associated with employee engagement. It also found that significant differences existed between public and private sector retail stores employees' perception about CLS and employee engagement. Employees feel engage if they are assigned to tasks (D. R. Avery et al., 2007; G. C. Avery, 2004; Barbera et al., 2009; Bates, 2004; Corace, 2007; Craig & Silverstone, 2010; D. Robinson et al., 2004; Seijts & Crim, 2006). Organizations run by classical leaders become predictable. Control in the organization lies with the leader (G. C. Avery, 2004). Therefore, employees perceive that the leader that possesses CLS will not connect with them.

Transactional leaders produce a transactional relationship with employees (G. C. Avery, 2004). Followers of transactional leaders are mostly inspired by negotiations with the leader and getting things in return against the assigned tasks. From the literature it was found that transactional leaders are not able to produce an engaged workforce. However,

the findings of this study in the socio-cultural context of Pakistan suggested that employees get more connected with transactional leaders as they get things in return from the leader against the assigned tasks. This also shows that employees in Pakistan are more task oriented. The results of this study differ from those of the West. In this study researcher concluded that employees have a positive perception about the TLS possessed by the leaders, and it has a positive impact on employee engagement level.

Efficient and effective leaders cultivate a well-recognized and valued workforce. Organizations that are enriched with effective leaders are also enriched with an engaged workforce. The binding between leader and follower comes from a personal relationship. As explained that social tasks and actions enable leaders to develop an engaged team. The efficiency of a leader is based on attributes of the assignment, workforce and organizational setting (Barbera et al., 2009; D. Robinson et al., 2004).

According to Epitropaki and Martin (2005), visionary leaders provide meaning and challenge. Visionary leaders embrace a cooperative style to reach a consensus on decisions (G. C. Avery, 2004). Hence a common and agreed vision is followed by workers. Employees are fully involved in the job therefore they stay connected and engaged. Visionary leaders are sympathetic (Spinelli, 2006), encouraging and motivational (G. C. Avery, 2004). Such leaders are perceived as more faithful and trustworthy. Visionary leaders in an organization transfer the business vision to employees in such a way that the workers are clear about tasks and expectations (G. C. Avery, 2004). The findings of the study suggested that VLS is positively perceived by employees working in retail stores and it also results in employee engagement in the socio-cultural context of Pakistan.

It was also found that there are significant differences between public and private sector retail employees' perception about VLS and employee engagement; this means that employees in public sector retail stores have a perception of visionary leaders that differs from the perception of employees working in private sector retail stores.

Research further showed that retail employees have a positive perception about OLS and therefore it has positively influenced employee engagement level in the socio-cultural context of Pakistan. It was also found that there are no significant differences between the public and private sector retail employees' perception of OLS and employee engagement; this means that employees working in the public sector have a similar perception about OLS as compared to employees working in private sector retail stores. Self-managing and self-leading are the key attributes of organic leadership hence trust level between leader and follower is very high. Bergsteiner and Avery (2007) corroborated that high trust levels are observed in OLS. Hence physiognomies of organic leadership possess high levels of honesty, integrity and trust which results in a positive relationship between supervisor OLS and employee engagement level in the context of Pakistan.

Workers under organic leadership are like cooperative associates who are self-managing and self-directing so they themselves think, decide and act considering the best for the business. G. C. Avery (2004) stated that such employees have the ability to ascertain and solve issues and make conclusions in the favor of the business. Hence the workers deliver a high contribution toward the goals and objectives of the business. In his recent work Jing (2009) claimed that better business results, and worker and customer gratification are found in organic style of leadership.

Further the research suggested that there is an inverse relationship between employees' perception of CLS of their line manager and 'Say', Stay and "Strive" (behavioral outcome) of employee engagement. G. C. Avery (2004) stated that leaders with classical behavior are commanding and directing hence control lies with the leader and employees have less say in the organization. Under CLS, employees do not speak highly of the organization with peers and with others. Research work by Spinelli (2006) claimed that studies on the association between customer and worker gratification and positive business results under classical leaders are very rare. A qualified team delivers quality results and creates value for the team (Barbera et al., 2009; Bates, 2004; Craig & Silverstone, 2010). It is rare to find qualified and competent people working for classical leaders hence workers do not find competent team mates and therefore employees do not prefer to stay with the organization for a long period of time.

The study results show that their relationship between employees' perception of TLS of their line manager and 'Say', Stay and "Strive" (behavioral outcome) of employee engagement. G. C. Avery (2004) narrated that such leaders have a transactional relationship with the workforce. In this case leaders involve themselves in negotiations with followers and inspire and influence them to accomplish a job task and get things in return. Hence in such cases employees feel that they have more say in the company. In the cultural context of Pakistan, it is found that followers feel themselves more connected with transactional leaders hence it was also observed that employees perform better in a negotiation environment in Pakistan. Employees speak highly about the company with their coworkers and others. Researchers Hemdi and Nasurdin (2006) established the fact that trust has a positive relationship with one of the behavioral

aftermaths of workforce engagement construct: Stay. Employees working for a transactional leader do not “strive” to do more as everything is connected to negotiated terms and employees do not see something for them in the future in terms of their growth and succession in the company.

The finding of the study further suggested that there is relationship between employees’ perception of VLS of their line manager and ‘Say’, Stay and “Strive” (behavioral outcome) of employee engagement. Researchers Hemdi and Nasurdin (2006) established the fact that trust has a positive association with one of the behavioral aftermaths of workforce engagement construct: Stay. Trahant (2009) stated that workers who can see their line manager investing efforts in them and preparing them for the future are prepared to stay with the organization. Visionary leaders follow a cooperative style hence an employee has good ‘say’ in this company. Workers always strive to do more if they can see this as an advantage for them in times to come. Visionary leaders set clear expectations and guide workers therefore workers strive for what is required by the company.

The research study has further explained that there is relationship between employees’ perception of OLS of their line manager and ‘Say’, Stay and “Strive” (behavioral outcome) of employee engagement. Employees can foresee and sense their growth opportunities in the company as they can observe that the leader is investing time and energy in them to grow and develop for the future (Dewhurst et al., 2009). In such cases employees prefer to stay in the organization for a longer period of time hence employee engagement level is high. Workers also strive to do more as they can see positive things for themselves and hence their engagement level increases.

There are varied opinions regarding the circumstances that hinder employee engagement. Obstacles result in disengagement and establish a challenge for the leader as well as follower. Leaders who do not guide, recognize and encourage their workforce will not be able to cultivate an engaged workforce; a retailer with a disengaged workforce will not achieve its expected business output, customer gratification or its productivity targets. The research study has further validated that psychological empowerment does not moderate the relations between classical and transactional leadership styles and employee engagement however, it restrains the positive relationship between visionary and organic leadership styles and employee engagement.

6.2 Theoretical Implications

The findings of the study make a significant contribution to the body of knowledge in the area of leadership styles, employee engagement and psychological empowerment; the relationship between leadership styles and employee engagement and moderating effect of psychological empowerment on the relationship between leadership styles and employee engagement. Following are the main implications:

The research study on the relationship between G. C. Avery (2004) leadership styles and employee engagement is one of the pioneer studies in the field. As corroborated, one of the core influencers of engagement in companies is leadership (Wang & Walumbwa, 2007). Attridge (2009) stated that the most critical aspect for workforce engagement is leadership. However, there is a scarcity of work investigating the relationship between Avery's leadership styles and employee engagement (Zhang, 2011). This research work has addressed the stated gap in the literature. It is also

important to share that researcher adopted G. C. Avery (2004) leadership styles (i.e. CLS, TLS, VLS and OLS). The outcome of the research suggested that CLS has a negative relationship with workforce engagement whereas transactional, visionary and organic styles of leadership have a positive relationship with workforce engagement in the socio-cultural context of Pakistan.

The current study on the relationship between perceived leadership styles and employee engagement in the retail sector is one of the early studies in this sector. Therefore, this study serves as a basis for future studies in this sector. Patota, Schwartz and Schwartz (2007) elaborated that the revolution in the job market constituted thousands of jobs in the retail sector. It is calculated that Pakistan's retail market size is approximately USD 152 billion (Planet Retail, 2016). It is projected that retail stores in Pakistan to increase by 50% in terms of number outlets by 2021 (Euro monitor, 2017). It is also the fact that with 135 million millennials Pakistan has become world's fastest growing retail market (Bloomberg, 2017). The importance of the dynamic retail sector of Pakistan can also be measured through its contribution to GDP of Pakistan. As stated by Pakistan Bureau of Statistics (2011–12), the retail sector contributes 18% to the GDP of Pakistan. Considering the immense growth and potential in the retail sector, this thesis has helped existing retailers and will help new retailers to understand the challenges in the sector and take appropriate actions accordingly.

The current research work is unique in the context of developing countries such as Pakistan. Hence this study serves as grounding for upcoming work in the context of developing countries. This thesis has contributed by reviewing the relationship between leadership styles and behavior outcomes of employee engagement. In the earlier studies,

this area was not addressed hence it was a significant gap in the literature pertaining to employee engagement. The question items were adopted from Zhang (2011) scales related to behavioral outcomes.

The measure of reliability and validity for the employee engagement scale presented was high. This engagement scale will also facilitate the conducting of employee engagement surveys to measure employee engagement in organizations and organizations can then take necessary action. This thesis has also contributed to the literature by studying the moderation effect of psychological empowerment on the relationship between leadership styles and employee engagement. Therefore, this thesis has addressed significant gap in the literature.

This thesis also tested Leader Member Exchange (LMX) theory. This theory has been tested in a Western context but in case of developing countries and Asian context it was under researched. This thesis has covered this gap. As corroborated that the role of members is relatively important in the case of leadership, but scarce literature is available on the subject (Follett, 1949; Kellerman, 2008). This thesis has filled the gap by studying the LMX model in the context of a developing country. Researchers have emphasized that it is important to study followers' arguments in the leadership literature to get the complete picture (Howell & Shamir, 2005).

6.3 Practical Implications

This research work has many practical implications which extend the importance of the research conducted. Researcher has elaborated the practical implications in detail:

The retail market in Pakistan is growing at an average rate of 8% which is one of the highest growth rates for retail markets in the world. The retail sector contributes 18% to the GDP of Pakistan (Pakistan Bureau of Statistics, 2011–12). Considering the immense growth, contribution and potential in the retail sector, this thesis will help existing retailers and new retailers to understand the leadership and employee engagement challenges in the sector and take appropriate actions accordingly.

This research work makes a significant contribution to the retail sector for organizations and for organizational leaders or individuals working in the line management role. In this modern era and changing world, customer needs and wants are glorified on the one side and on the other side in organizations a performance-driven culture is developing. In this dynamic scenario, keeping employees committed is becoming trickier and is a great challenge for every business. Hence this study helps leaders to adopt a leadership style that will produce a more engaged workforce.

Leadership is one of the major challenges in today's era. Organizations are spending a lot of money on developing leaders and appropriate leadership styles. This research work helps business leaders to know employee/workers' perception about their line manager/supervisor's leadership style. This enables leaders to adjust their leadership style accordingly. The outcome of the study showed that using a transactional, visionary and organic style of leadership encourages employee engagement. Organizations need to work with line managers to ensure the usage of a suitable/effective leadership style as was investigated in this study. This study recommended that VLS, OLS and TLS produce more engaged workforce.

The organizations should design training strategies and leadership skill development programs pertaining to leadership styles for their employees in a line management role so that employee engagement can be enhanced. Boddie et al. (2007) put forward that to lure, employ, administer and retain workers, leaders must exercise a plan.

The employee engagement scale used in this study, which was based on the behavioral outcomes of say, stay and strive, is significant for industries and organizations. They can measure employee engagement through an employee engagement scale and can take necessary actions to improve it. As explained by Executive (2007) employees who have a high engagement level bring positivity to their place of work.

6.4 Limitations of the Study

Although the research work has provided various theoretical and practical contributions it does have some limitations. The research work has presented significant implications for the retail sector in the context of developing countries like Pakistan about perceived leadership styles and employee engagement. However, the specific setting of retail sector in which the research work was conducted has limitations associated to it in the generalization of results to other sectors.

This research work was conducted on employees working in the retail sector of one country (i.e. Pakistan) and this leads to another limitation of the study. As this research work on perceived leadership styles and employee engagement is an initial empirical effort to conduct research in the context of non-Western countries or developing countries, the results may be culturally biased which would affect the generalizability of the results.

The limitation of ‘what should be measured and how it should be measured’ is also predominant in the research work. Considering differences of opinion on varied leadership styles, this research study used G. C. Avery (2004) leadership styles; hence, this might not be a true reflection of the leadership styles published in earlier literature. Another limitation of the study is that in order to measure perception of leadership styles researcher adopted Jing (2009) leadership questionnaire and G. C. Avery (2004) leadership paradigms. In various studies, different leadership questionnaires are adopted/developed that might bring differences to the results. In this research work, the behavioral outcomes of say, stay and strive were used to measure employee engagement whereas in other studies other levels of employee engagement (vigor, absorption and dedication) were considered to measure employee engagement or characteristics/types of employee engagement; for example, cognitive commitment and emotional attachment are used to study employee engagement hence there is a possibility that there would be different results for different facets.

The research study also has limitations regarding the usage of cross-sectional data. Cross-sectional data might bring different results in different timeframes. Hence because of this limitation, researchers need to be aware and careful while deriving implications on the assumed relationships.

6.5 Recommendations for Future Research

Although the research work has contributed to the literature as well as having practical implications, there are many areas in which recommendations for future research can be made.

First, the current study is about perceived leadership style and employee engagement in the retail setting whereas future researcher should extend the setting of the research to other sectors as well.

Second, as the current study was conducted on employees working in the retail sector of one country, Pakistan. It is recommended that the same study should be conducted in another developing country or countries or culture so that the results can be generalized, rationalized and cultural biasness could be avoided.

Third, as the recent study adopted by G. C. Avery (2004) leadership paradigms, it is also recommended to conduct the research using the varied leadership styles e.g. ethical leadership style, servant leadership style etc. Also, the existing study used scale to measure leadership styles. It is recommended that scales other than Jing's scale be used to enhance the generalizability of the results (G. C. Avery, 2004; Jing, 2009).

Fourth, it is important to note that in this study the behavioral outcomes of employee engagement were considered to measure employee engagement. It is recommended that future researchers take into consideration levels of employee engagement (level of vigor, absorption and dedication) and/or types of employee engagement.

Fifth, in this study psychological empowerment used as moderator. It is recommended that future researcher should consider other constructs such as culture as moderator.

Sixth, this study is conducted on retail store employees, future researchers should consider adding head office employees.

Seventh, for the purpose of research, researcher considered all types of retail stores (i.e. local retailers as well as international retailers). Future researchers should conduct a

comparative analysis of leadership styles and employee engagement between local retailers and international retailers.

Eighth, there are many families run retail stores in Pakistan. Current research has not categorically emphasized family run and non-family run stores. Future researchers should study this aspect.

6.6 Concluding Remarks

This research work about perceived leadership styles and employee engagement has made significant theoretical and empirical contributions to the literature of leadership styles and employee engagement by presenting this research work in the context of developing countries. The study concluded that there is relationship between perceived leadership style and employee engagement. The research work provided evidence that CLS is negatively associated with employee engagement whereas visionary and OLS have a positive influence on employee engagement. A positive association was found between TLS and employee engagement in the context of Pakistan. As this is the first study in a non-Western country on perceived leadership styles and employee engagement, the results are important for future research.

The research work also investigated the impact of perceived leadership styles on individual behavioral outcomes of employee engagement (i.e. say, stay, and strive). The research work provided evidence that CLS is negatively associated with the behavioral outcomes of say, stay and strive; however, VLS and OLS are positively associated with the behavioral outcomes of employee engagement of say, stay and strive. It is an important finding that transactional leadership style is positively associated with say

and stay but negatively associated with strive. The research was clear about its objective of the study.

The research work also investigated if psychological empowerment moderates the relationship between leadership styles and employee engagement. The research work provided evidence that in the socio-cultural context of Pakistan; psychological empowerment does not moderate the relationship between classical leadership style and transactional leadership style and employee engagement. However, it restrains the positive relationship between visionary and organic leadership styles and employee engagement.

It is also important to note that the research work was on the retail sector which is growing segment in developing countries such as Pakistan and employee engagement is the key challenge in the retail sector; hence, this study is an important contributor to the retail sector. The research work provided evidence that perceived leadership styles (CLS, TLS, VLS and OLS) have a strong relationship with employee engagement.

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Annexure A

QUESTIONNAIRE

Thank you for participating in this survey. Please indicate your answers to the following questions by ticking the appropriate boxes where specified.

1. Please tick the scale from strongly disagree to strongly agree to indicate how much you agree or disagree with each of the following statements.

Note: *SD = Strongly Disagree, D= Disagree, NS = Not Sure, A= Agree, SA = Strongly agree*

	Statements	SD	D	NS	A	SA
1.1	My direct supervisor has all the say.					
1.2	I do not have much power here.					
1.3	My supervisor's vision of the future governs what I do around here.					
1.4	Staff tends to have all the say in this company.					
1.5	Agreements between management and me govern what I do around here.					
1.6	I have a medium amount of power here.					
1.7	I am held accountable for achieving my direct supervisor's vision.					
1.8	My direct supervisor controls everything I do in this company.					
1.9	My direct supervisor plans, organizes and monitors everything in this company.					
1.10	My direct supervisor is concerned about helping me to lead and organize myself.					
1.11	My direct supervisor and I make decisions together.					
1.12	I am held accountable only for achieving goals agreed upon between my direct supervisor and me.					
1.13	My commitment comes mostly from our relationship and because I share my direct supervisor's vision.					
1.14	My direct supervisor likes to keep some distance from staff in this company.					
1.15	My direct supervisor does not display all the power he/she has.					
1.16	My direct supervisor's view dominates in this company.					
1.17	My direct supervisor consults with me and then he/she makes the final decision.					

1.18	My commitment comes mostly from the rewards, agreements and expectations I negotiate with my direct supervisor.					
1,19	My direct supervisor share issues with me and then he/she makes the final decision.					
1.20	I am held accountable for achieving a mutual vision with other staff members in this company.					

2. Please tick the scale from strongly disagree to strongly agree to indicate how much you agree or disagree with the following statements.

Note: SD = Strongly Disagree, D= Disagree, NS = Not Sure, A= Agree, SA = Strongly agree

	Statements	SD	D	NS	A	SA
2.1	I speak highly of this company to my friends.					
2.2	I consider this company my first choice.					
2.3	The company inspires me to do my best work.					
2.4	The offer of a bit more money with another employer would not seriously make me think of changing my job.					
2.5	I would be happy for my friends and family to use this organization's products/services.					
2.6	I always do more than is actually required.					
2.7	I would say my company is a good place to work.					
2.8	I try to help others in this company whenever I can.					
2.9	I would prefer to stay with this company as long as possible.					
2.10	I frequently make suggestions to improve the work of my team/department/service.					
2.11	I emphasize the positive aspects of working for this company when talking with coworkers.					
2.12	I try to keep abreast of current developments in my area.					
2.13	I volunteer to do things outside my job that contribute to the company's objectives.					

3. Please indicate the extent to which you agree or disagree that each one describes your self-orientation.

Note: *SD = Strongly Disagree, D= Disagree, NS = Not Sure, A= Agree, SA =Strongly agree*

	Statements	SD	D	NS	A	SA
3.1	I am confident about my ability to do my job					
3.2	The work that I do is important to me.					
3.3	I have significant autonomy in determining how I do my job.					
3.4	My impact on what happens in my department is large.					
3.5	My job activities are personally meaningful to me.					
3.6	I have a great deal of control over what happens in my department					
3.7	I can decide on my own how to go about doing my own work.					
3.8	I have considerable opportunity for independence and freedom in how I do my job.					
3.9	I have mastered the skills necessary for my job.					
3.10	The work I do is meaningful to me.					
3.11	I have significant influence over what happens in my department.					
3.12	I am self-assured about my capabilities to perform my work activities.					

4. What is your gender? *(Please tick one box)*

1	Male
2	Female

5. Which age group are you in? *(Please tick one box)*

1	Under 25 years
2	25 – 34 years
3	35 – 44 years
4	45 – 54 years
5	55 years or more

6. What is your education level? *(Please tick one box)*

1	Matriculation or below
2	Intermediate
3	Bachelors
4	Masters or above

7. Your organization belongs to which sector? *(Please tick one box)*

1	Private sector
2	Public sector

8. How are you employed at this store? *(Please tick one box)*

1	Full-time employee
2	Part-time employee
3	Outsourced employee (Third party payroll)

9. What is your job level at this store? *(Please tick one box)*

1	Staff/Associate/Crew or equivalent level
2	Supervisory or equivalent level
3	Junior Manager/Manager or equivalent level
4	Senior Manager/National Manager/General Manager or equivalent level

10. How long have you been working at this store? *(Please tick one box)*.

1	Under 1 year
2	1 – 2 years
3	3 – 5 years
4	6 – 10 years
5	Over 10 years

11. How long have you been working under your direct supervisor? *(Please tick one box)*.

1	Under 1 year
2	1 – 2 years
3	3 – 5 years
4	6 – 10 years
5	Over 10 years

12. How many employees are there in your whole company in total? *(Please tick one box)*.

1	Under 20 employees
2	20 – 199 employees
3	200 employees or more
4	Not sure

Thank you for your participation in the survey! If you would like to take part in the lucky draw for a Microwave Oven, please write down your email address and if possible, mobile phone number below.

Email address: _____

Mobile phone: _____

سوالنامہ

میں آپکا بے حد مشکور ہوں کہ آپ نے اس سروے میں حصہ لیا - مہربانی فرما کر نیچے دیے گئے سوالات کے بارے میں نشان لگا کر اپنی رائے کا اظہار کریں

مہربانی فرما کر نیچے دیے گئے سوالات کے بارے میں سکیل (غیر متفق سے بالکل متفق) کے مطابق نشان لگا کر اپنی رائے کا اظہار کریں

نمبر شمار	سوالات	بالکل غیر متفق	غیر متفق	غیر یقینی	متفق	بالکل متفق
1.1	کمپنی میں میرے پاس کی خوب سنوائی ہے					
1.2	میرے پاس کمپنی میں زیادہ اختیارات نہیں ہیں					
1.3	میں کمپنی میں جو بھی کام کرتا ہوں وہ میرے پاس کے ویژن کی عکاسی کرتا ہے					
1.4	کمپنی میں کام کرنے والے اسٹاف (عملے) کی رائے کو ترجیح دی جاتی ہے					
1.5	میں کمپنی میں جو بھی کام کرتا /کرتی ہوں وہ میرے اور کمپنی کے درمیان معاندے کے مطابق ہے					
1.6	مجھے کمپنی میں محدود اختیارات حاصل ہیں					
1.7	میں اپنے پاس کے ویژن کو پورا کرنے کے لیے جوابدہ ہوں					
1.8	میری کمپنی میں جو بھی ذمہ داریاں ہیں اس کا کنٹرول میرے پاس کے اختیار میں ہے					
1.9	کمپنی میں ہر چیز کی منصوبہ بندی (پلاننگ)، انتظام اور کنٹرول میرے پاس کے اختیار میں ہے					
1.10	میرے پاس مجھ میں قائدانہ صلاحیت پیدا کرنے کے لیے اور مجھے منظم کرنے کے بارے میں فکرمند رہتے ہیں					
1.11	میں اور میرے پاس ایک دوسرے کے مشورے سے متفقہ طور پر فیصلے کرتے ہیں					
1.12	میں کمپنی میں صرف ان مقاصد کو حاصل کرنے کے لیے جوابدہ ہوں جو میرے اور میرے پاس کے درمیان متفقہ طور پر طے ہیں					

				میری کمپنی کے ساتھ وابستگی (کمٹمنٹ) زیادہ تر میرے اور میرے باس کے تعلقات کی وجہ سے ہے کیوں کہ میں اپنے باس کے ویژن کی پیروی کرتا / کرتی ہوں	1.13
				میرے باس کمپنی میں اسٹاف (عملے) کیساتھ فاصلہ رکھنا پسند کرتے ہیں	1.14
				میرے باس اپنے تمام اختیارات کا اظہار نہیں کرتے	1.15
				کمپنی میں میرے باس کی رائے کو ترجیح دی جاتی ہے	1.16
				میرے باس کوئی بھی فیصلہ کرنے سے پہلے مجھ سے مشا ورت کرتے ہیں	1.17
				میری کمپنی کے ساتھ وابستگی ان توقعات ، معاندے اور انعامات کی وجہ سے ہے جو میرے اور میرے باس کے درمیان بات چیت سے طے ہوئیں ہیں	1.18
				میرے باس کوئی بھی حتمی فیصلہ کرنے سے پہلے مجھ سے مسائل شنیر کرتے ہیں	1.19
				میں اس کمپنی میں دیگر اسٹاف (عملے) کے ساتھ ایک مشترکہ ویژن کی تکمیل کے لیے جو ابده ہوں	1.20

مہربانی فرما کر نیچے دیے گئے سوالات کے بارے میں سکیل (غیر متفق سے بلکل متفق) کے مطابق نشان لگا کر اپنی رائے کا اظہار کریں

نمبر شمار	سوالات	بلکل غیر متفق	غیر متفق	غیر یقینی	متفق	بلکل متفق
2.1	میں اپنے دوستوں سے اپنی کمپنی کے بارے میں مثبت باتیں کرتا / کرتی ہوں					
2.2	یہ کمپنی (کام کرنے کے لحاظ سے) میری پہلی پسند ہے					
2.3	کمپنی میری حوصلہ افزائی کرتی ہے کہ میں بہتر سے بہتر کام کروں					
2.4	کسی دوسری کمپنی کی طرف سے کچھ زیادہ معاوضے کی پیش کش مجھے جاب تبدیل کرنے کے بارے میں سوچنے پر مجبور نہیں کر سکتی					
2.5	اگر میری کمپنی کی پروڈکٹس میرے دوست یا رشتے دار استعمال کریں تو مجھے خوشی محسوس ہو گی					

					2.6	میں ہمیشہ ضرورت سے زیادہ کام کرتا /کرتی ہوں
					2.7	میں یہ کہوں گا کہ میری کمپنی کام (ملازمت) کرنے کے لئے بہترین جگہ ہے
					2.8	میں اس کمپنی میں دوسرے لوگوں کی جتنی بھی مدد کر سکتا ہوں کرتا /کرتی ہوں
					2.9	میری یہ خواہش ہوگی کہ میں اس کمپنی میں زیادہ سے زیادہ عرصہ گزاروں
					2.10	میں عمومی طور پر اپنی ٹیم کو کام کی بہتری کے لیے تجویزیں دیتا رہتا ہوں
					2.11	میں اپنے ساتھ کام کرنے والوں سے کمپنی کے بارے میں جب بھی بات کرتا/کرتی ہوں تو مثبت بات کرتا کرتی ہوں/
					2.12	میں اپنی فیڈبک میں موجودہ پیش رفت کو مدنظر رکھتا رکھتی ہوں
					2.13	میں اپنے کام کے علاوہ رضا کارانہ طور پر وہ کام بھی کرتا /کرتی ہوں جس سے کمپنی کے مقاصد کا حصول ہو

مہربانی فرما کر نیچے دیے گئے سوالات کے بارے میں سکیل (غیر متفق سے بالکل متفق) کے مطابق نشان لگا کر اپنی رائے کا اظہار کریں

نمبر شمار	سوالات	بلکل غیر متفق	غیر متفق	غیر یقینی	متفق	بلکل متفق
3.1	مجھے اپنی جاب کو کرنے کی صلاحیتوں پر اعتماد ہے					
3.2	میرا کام میرے لیے اہمیت کا حامل ہے					
3.3	میرے پاس مکمل اختیار ہے کہ میں اپنی جاب کیسے کرتا کرتی ہوں /					
3.4	میرے کام کا میرے ڈیپارٹمنٹ پر گہرا اثر ہے					
3.5	میری جاب میرے لیے ذاتی طور پر بہت معنی رکھتی ہے					
3.6	میرے ڈیپارٹمنٹ میں جو بھی ہوتا ہے میرا اس پر بہت کنٹرول ہے					

					3.7 میں اپنے طور پر خود فیصلہ کر سکتا ہوں کہ مجھے اپنا کام کیسے کرنا ہے
					3.8 مجھے اپنی جاب کو کرنے کی آزادی اور خود مختاری حاصل ہے
					3.9 میری جاب کو کرنے کے لیے جو ہنر ضروری ہے مجھے اس پر مہارت حاصل ہے
					3.10 میرے لیے میرا کام معنی رکھتا ہے
					3.11 میرے ڈیپارٹمنٹ میں جو بھی ہوتا ہے میرا اس پر گہرا اثر ہے
					3.12 مجھے اپنی جاب کرنے کی صلاحیتوں پر خود یقینی ہے

مہربانی فرما کر نیچے دیے گئے سوالات کے بارے میں اپنی رائے کا اظہار کرنے کے لئے کسی ایک باکس پر نشان لگائیں

4	آپکی جنس کیا ہے؟
a	مرد
b	عورت

5	آپکی عمر کیا ہے؟
a	۲۵ سال یا اس سے کم
b	۲۵-۳۴ سال
c	۳۵-۴۴ سال
d	۴۵ سال یا اس سے زیادہ

6	آپکی تعلیم کیا ہے؟
a	میٹرک یا اس سے کم
b	انٹرمیڈیٹ
c	انڈرگریجویٹ
d	ماسٹرز یا اس سے زیادہ

7	آپکی کمپنی کس سیکٹر سے تعلق رکھتی ہے؟
a	پرائیویٹ
b	پبلک

8	آپکی ملازمت کی نوعیت کیا ہے؟
a	فل ٹائم
b	پارٹ ٹائم
c	اؤٹ سورس

9	آپکی کمپنی میں جاب لیول کیا ہے؟
a	اسٹاف یا اس کے مساوی
b	سپروائزر یا اس کے مساوی
c	مینجر یا اس کے مساوی
d	جنرل مینجر یا اس کے مساوی

10	آپکی کمپنی میں عرصہ ملازمت کیا ہے؟
a	ایک سے یا اس سے کم
b	۱-۲ سال
c	۳-۵ سال
d	۶ سال یا اس سے زیادہ

11	آپ کو اپنے موجودہ باس کی زیر نگرانی کام کرتے ہوئے کتنا عرصہ ہو گیا ہے؟
a	ایک سے یا اس سے کم
b	۱-۲ سال

c	۵-۳ سال
d	۶ سال یا اس سے زیادہ

12	آپ کی پوری کمپنی میں کتنے لوگ ملازمت کرتے ہیں؟
a	۲۰ یا اس سے کم لوگ
b	۲۱ - ۱۹۹ لوگ
c	۲۰۰ لوگ یا اس سے زیادہ
d	غیر یقینی

میں آپ کا بے حد مشکور ہوں کہ آپ نے اس سروے میں حصہ لیا - اگر آپ مائیکرو .ووے اون کے لکی ڈرا میں حصہ لینا چاہتے ہیں تو مہربانی فرما کر اپنا ای میل ایڈریس ور اگر ممکن ہو تو اپنا موبائل نمبر فراہم کریں

ای میل :

موبائل نمبر :

Annexure B

Permission Letter to use the instrument (Leadership Styles)

Odyssey <odyssey.zhang@jingguanyi.com>

To: yousafsidiqui@yahoo.com

Mar 16, 2016 at 9:35 AM

Dear Yousaf,

Thank you for your interest in our questionnaire. On behalf of the research team, I send it to you in the attachment. Good luck with your research!

Best wishes,

Tanyu (Odyssey) Zhang

At 2016-03-14 22:19:32, "yousaf siddiqui" <yousafsidiqui@yahoo.com> wrote:

Hide original message

Hello Odyssey Zhang,

Good day!

Warm Greetings from Pakistan.

I am Yousaf Siddiqui, PhD scholar on Employee engagement. I am studying your thesis. You have done an excellent work and your contribution is well recognized in Pakistan also.

I need your support to help me move forward. In Your thesis, you have used Jing F.F (2008) scale to measure Avery's Model of Leadership Paradigm. I am looking forward for your permission to use this scale.

Have my regards for you! Many thanks.

Regards,

Yousaf Siddiqui

+92-324-5050884

Annexure C

Permission Letter to use the instrument (Psychological empowerment)

Gretchen Spreitzer <spreitze@umich.edu>

To: yousafsidiqui@yahoo.com

Feb 3 at 5:27 PM

Hello, yes you have my permission. best wishes in your research!

Hide original message

On Sat, Feb 3, 2018 at 7:09 AM yousaf siddiqui <yousafsidiqui@yahoo.com> wrote:

Hello Dr. Spreitzer,

I am doctoral student in the process of working through my dissertation at Superior College Lahore, Pakistan. I would like to use your PEI to determine psychological empowerment of employees in Retail Sector. Thank you for any consideration for the use of your instrument.

Very Respectfully,

Yousaf Siddiqui

--

Gretchen Spreitzer
Keith E. and Valerie J. Alessi Professor of Business Administration

Faculty Director, Center for Positive Organizations

Professor of Management and Organizations

Ross School of Business

Ann Arbor, MI 48109-1234

(734) 936.2835

<http://webuser.bus.umich.edu/spreitze/>

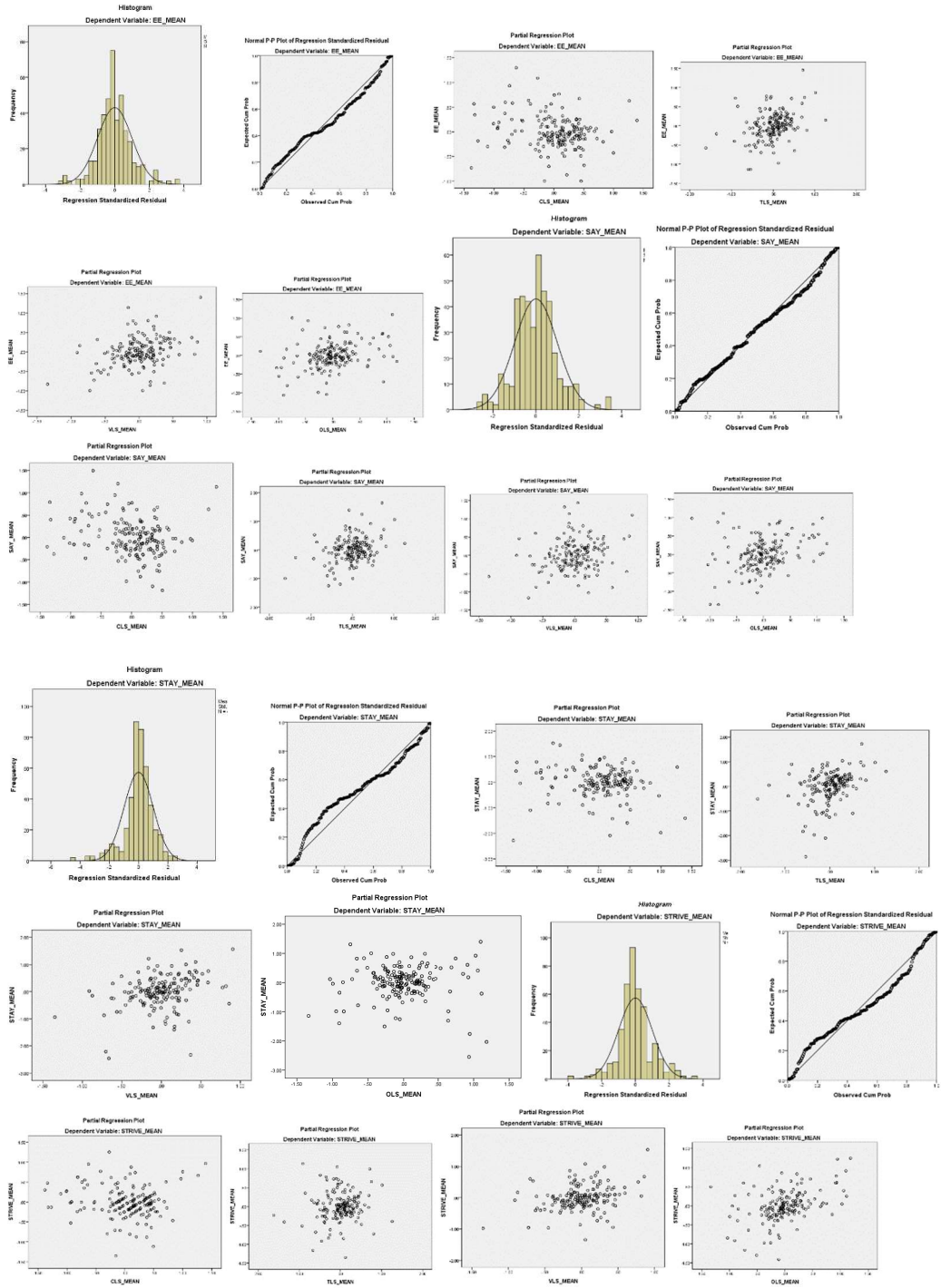
Annexure D

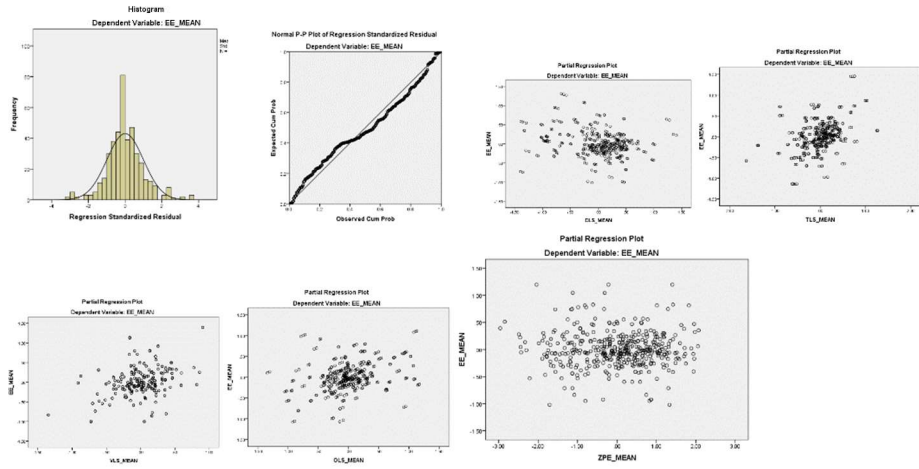
MORGAN'S TABLE FOR SAMPLE SIZE

Population Size	Confidence = 95%				Confidence = 99%			
	Margin of Error				Margin of Error			
	5.0%	3.5%	2.5%	1.0%	5.0%	3.5%	2.5%	1.0%
10	10	10	10	10	10	10	10	10
20	19	20	20	20	19	20	20	20
30	28	29	29	30	29	29	30	30
50	44	47	48	50	47	48	49	50
75	63	69	72	74	67	71	73	75
100	80	89	94	99	87	93	96	99
150	108	126	137	148	122	135	142	149
200	132	160	177	196	154	174	186	198
250	152	190	215	244	182	211	229	246
300	169	217	251	291	207	246	270	295
400	196	265	318	384	250	309	348	391
500	217	306	377	475	285	365	421	485
600	234	340	432	565	315	416	490	579
700	248	370	481	653	341	462	554	672
800	260	396	526	739	363	503	615	763
1000	278	440	606	906	399	575	727	943
1200	291	474	674	1067	427	636	827	1119
1500	306	515	759	1297	460	712	959	1376
2000	322	563	869	1655	498	808	1141	1785
2500	333	597	952	1984	524	879	1288	2173
3500	346	641	1068	2565	558	977	1510	2890
5000	357	678	1176	3288	586	1066	1734	3842
7500	365	710	1275	4211	610	1147	1960	5165
10000	370	727	1332	4899	622	1193	2098	6239
25000	378	760	1448	6939	646	1288	2399	9972
50000	381	772	1491	8056	655	1318	2520	12455
75000	382	776	1506	8514	658	1330	2563	13583
100000	383	778	1513	8762	659	1336	2585	14227
250000	384	782	1527	9248	662	1347	2626	15555
500000	384	783	1532	9423	663	1350	2640	16055
1000000	384	783	1534	9512	663	1352	2647	16317
2500000	384	784	1536	9567	663	1353	2651	16478
10000000	384	784	1536	9594	663	1354	2653	16560
100000000	384	784	1537	9603	663	1354	2654	16584
300000000	384	784	1537	9603	663	1354	2654	16586

Annexure E

LINEARITY RESULTS





Annexure F

Sampling Strategy

Cities	Total	METRO	Hyperstar	CSD	USC	Gourmet	Imtiaz	MCC	PCC
Lahore	100	20	20	20	20	20	n/a	n/a	n/a
Karachi	100	20	20	20	20	n/a	20	n/a	n/a
Islamabad	100	10	n/a	20	20	20	n/a	20	10
RawalPindi	100	n/a	10	20	20	20	n/a	20	10
Faisalabad	100	10	n/a	20	20	20	10	20	n/a
	n/a = not store available								