



**MBA Research Project**

# **Leadership Styles and Employee Motivation in Pakistan**

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**Declaration**

I hereby declare that I worked on this thesis myself and it is my original work. Also, it has not been submitted anywhere else. Sources have been properly cited and properly acknowledged in order to avoid plagiarism.

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**Abstract**

This research investigates the relationship between leadership styles (transactional, transformational and laissez-faire) with employee motivation in banking sector of Pakistan. This research utilizes quantitative research method in order to collect data by distributing questionnaires online to permanent employees of 4 big banks of Pakistan (Standard Chartered Bank, HBL, Habib Metropolitan Bank and MCB Bank Limited). Sampling is done through snowball sampling method which allows the information to be gathered from many different respondents (since the research is generally applied on Pakistan, respondents from 3 biggest cities of Pakistan (Karachi, Lahore and Islamabad) can take part in the study as long as respondents fit the survey criteria). Furthermore, Smart PLS 3 was used in order to do analysis of data through pilot test with a sample of 53 respondents and preliminary test of the whole sample. Convergent Validity was also performed on the “formative” construct. Moreover, collinearity among indicators was checked which allowed researcher to check the credibility of the indicators. Bootstrapping was done which provided information for hypothesis testing. Based on the data collected and results, relevant recommendations are made for the banking leaders of Pakistan which will prove to be very helpful for the new aspiring leaders. This research will also help academicians for further research on this topic in future.

**Keywords:** Leadership Styles, Transformational Leadership, Transactional Leadership, Laissez-Faire Leadership, Employee Motivation, Pakistan, Banking Sector.

### **Operational Definitions**

- **Leadership styles:** “Leadership theories established through identification of broadly defined behaviour categories which can be used to distinguish effective leaders from ineffective leaders” (Shah, 2018).
- **Transformational leadership:** “Seeks to change status quo, stimulates and inspires (transforms) followers to achieve extraordinary outcomes through effective communication” (Naile and Selesho, 2014; Robbins and Coulter, 2016).
- **Transactional leadership:** “Leaders that lead primarily by using social transactionals (transactions) or providing rewards for satisfactory performances” (Mohiuddin, 2017).
- **Laissez-faire leadership:** “A leader that displays absence of inclusion, gives the group a chance to settle on decisions and finishes the work in whichever way regarded suitable” (Robbins and Coulter, 2016).
- **Employee motivation:** “The driving force or process that causes the employee to behave in a goal directed manner through effort, commitment and engagement” (Naile and Selesho, 2014).



## Chapter 1: Introduction

### **1.0 Overview**

Following chapter will look into the overview of this research through explaining leadership and its different styles. Furthermore, this research will look into different leadership styles being used in Pakistan's private banking context and what styles are the most effective in motivating their employees. First and foremost, background of this study will be explained in order to make readers aware of the study topic. The base of this study will be laid down through defining the research objectives, research questions that this study aims to answer and hypothesis that the study will be based on. Moreover, significance of the study will also be provided in order to explain why this topic is important in terms of motivating employees and ultimately making profitable workforce for the organization. This chapter will include organization definitions of key words that will be used throughout the research. Lastly, organization of chapters will be provided in order to organize the work being done.

### **1.1 Background of Study**

In today's workplace, employees of any organization have taken the place of most important place in terms of being the strength for organizations (Hussain, 2015). Employees are the ones who make efforts in order to bring the objectives to being achieved (Asrar-ul-Haq and Kuchinke, 2016). Motivated employees can significantly benefit the organizations in so many ways however, a workforce which is not motivated to work can harm the organizations in more than one ways as well (Faizan, Zehra, Baloch, Nadda and Riaz, 2015). Therefore, there is increasing emphasis these days on keeping the employees motivated and making sure that employees give their 100% in order to achieve organizational goals as well as their personal goals (Khan, Bukhari and Channar, 2016). Motivation is not just about doing the job, but it also allows employee to stick with an organization for long time (Abdullah, Sarfraz and Kazmi, 2018). If the employees are happy with the job, challenges, opportunities and monetary benefits – it will be hard for them to switch jobs as not every organization can make employees happy, only the ones which really realize the importance of

employees make effort to keep employees happy (Haque, Faizan, Zehra, Baloch, Nadda, and Riaz, 2015).

The businesses has been a huge spine for Pakistan's general budgetary sector development and financial improvement because of expanded work openings (Chen, Liu and Kweh, 2014; Mansor and Radam, 2000). In the year 2016, the banking industry recorded a development of 5.0% contrasted with 2015 with an aggregate scope of RM1.24 trillion in total guaranteed for all strategies joined (LIAM, 2017). There have been various investigations studies on banking industry however exceptionally constrained research has been done on the private business especially in Pakistan (Zainuddin, Nor, Sumilan, Siong and Johari, 2015). With evolving controls, union and expanded rivalry that can change the substance of this banking industry, it is essential to survey the part of proficient leadership in guaranteeing organizations remain intensely solid and stable (Zareen, 2014).

This paper will focus on recognizing leadership styles utilized in the Pakistani privatr banking sector through FRLT theory which characterizes leadership into 3 different styles; transactional, transformational and laissez-faire and how unique leadership styles can specifically impact worker motivation (Chipunza et al., 2016). Organizations have since quite a while ago battled with employee motivation and duty towards their employment and the kind of leadership style rehearsed by leaders in the organization can significantly affect these zones (Zainuddin et al., 2015). Leadership is a perplexing procedure to think about however powerful leadership can bring about employee motivation, which at that point adds to the long haul supportability of the organization (Naile and Selesho, 2014; Shah, 2018).

## **1.2 Problem Statement**

In spite of the fact that the businesses in Pakistan has demonstrated critical development over the most recent 10 years, the issue of high employee turnover rates is as yet uncertain whereby since the year 2015, turnover rates at companies have been around the scope of 11-13% with no indications of change and is anticipated to continue as before for the year 2018 also (Shah, Javeria and

Masood, 2018). Employee motivation has dependably been a concern for some organizations paying little heed to the banking industry because of the negative outcomes it can have on the Organization (Aisha and Hardjomidjojo, 2015). At the point when employees are baffled with poor leadership, employees will probably be demotivated which can bring about decreased work exhibitions, catching them in a constant cycle of demotivation and poor execution (Lazaroiu, 2015). The outcomes in the employee pulling back their responsibility and participation to their leader is that employees start looking for another job opening which may have a better leader and a suitable work environment (Anthony and Weide, 2015).

At the point when an employee is lost to a competitor, the information, abilities, and experience are lost too and the force of this misfortune is enhanced by the number of years the worker has been in service with the Organization (Belias and Koustelios, 2014). With restricted players in the Pakistan banking industry, for example, the loss of one worker to a contender because of poor leadership could bring about the conceivable decrease in deals and service and also cause additional cost on part of the organization because then the company has to replace a worker with a new one which takes cost of time and cost of hiring (interviews etc) (Mohiuddin, 2017). Therefore, it is very important especially for Pakistani banking industry to keep their employees happy because employees bring a great amount of business to the company (Aziz, Silong, Karim and Hassan, 2014). Furthermore, if the employees are not motivated enough employees will just end up being liability for the company which the company has to pay in salaries (Oberfield, 2014). Lastly, if the organization is paying employees good amount of salary and bonuses (specially for banking industry), leadership should know how to cover their salary expense and convert them into revenues that are worth more than what the company paid for (Robbins and Coulter, 2016).

Another result is the loss of faithful customers because of poor customer service given by demotivated and uncommitted workers (Belias and Koustelios, 2014). At the point when customers require services from the company, employees will not be able to provide their 100% to the customer because of low motivation level (Bandyopadhyay, 2014). Be that as it may, an employee that is

demotivated because of contention with his or her leader won't be focused on doing great work (Chipunza et al., 2016; Juhdi et al., 2015). Therefore, poor customer service or blunders in preparing of new strategies or cases emerge, which can make customers be baffled with the service they receive (Chen et al., 2014). Only one episode is sufficient to lose the customer to a contender with better service levels and over the long haul, this can bring about the loss of business also (Zainuddin et al., 2015). Thus, this research goes for giving the connection between leadership styles that influences employee motivation (Achim, Dragolea and Balan, 2015). This along these lines influences the turnover rates and customer service as well. Proposals to survive and keep this cycle from rehashing itself in the Pakistan banking industry will likewise be recommended from the outcomes of this research.

Banking employees are not willing to work longer hours or with high workload because employees are not paid enough, therefore, in order to cater this issue the company must provide reasonable salary or reduced shift hours or lower workload in order to compensate for the less salary (Chaudhry, Javed and Sabir, 2015). The general business issue is that employees in Pakistan Banking sector, as a result of ensured business, don't get aptitudes to enhance authoritative execution (Shafique, Ahmad, Ahmad and Adil, 2015). The particular business issue is that some managers don't have a clue about the connection between leadership style and worker motivation, and the degree to which age and compensation direct the relationship (Shafique, Ahmad, Abbas and Manzoor, 2015). Therefore, it is crucial that the managers realize that crucial relationship between a manager and employee and work on motivating the team in order to get the most fruitful result (Hussain, 2015). Previous literature has shown strong research on leadership styles however, the research on employee motivation and how it is influenced by leadership styles is still not strong and still lacking in the context of private sector of Pakistan.

### **1.3 Research Objectives**

This study is aimed at determining the effects of different leadership styles (transactional, transformational and laissez-faire) can have on employee motivation in Pakistan. The objectives of this study are:

- RO<sub>1</sub>: to examine whether the Transactional Leadership has positive influence of employee motivation in Pakistan.
- RO<sub>2</sub>: to examine whether the Transformational Leadership has positive influence of employee motivation in Pakistan.
- RO<sub>3</sub>: to examine whether the Laissez Faire Leadership has positive influence of employee motivation in Pakistan.

### **1.4 Research Question**

Three research questions were devised based on the research objectives stated to determine how different leadership styles (transactional, transformational and laissez-faire) can affect employee motivation of Pakistani employees. The research questions for this study are as per below:

- RQ<sub>1</sub>: Do Transactional Leadership have positive influence employee motivation in Pakistan?
- RQ<sub>2</sub>: Do Transformational Leadership have positive influence employee motivation in Pakistan?
- RQ<sub>3</sub>: Do Laissez Faire Leadership have positive influence employee motivation in Pakistan?

### **1.5 Significance of Study**

#### **1.5.1 Significance to Academia**

Leadership styles will turn into a standard research subject sooner rather than later in Pakistan, as an ever-increasing number of organizations and businesses know about the significance of leadership styles and employee motivation. This study will help in making sense of the sort of leadership styles being utilized as a part of the banking business of Pakistan. These leadership

styles and employee motivation levels will also enhance employee retention rate in the organization because an employee who is content with the job does not want to switch job. Hence, this study report is critical to the scholastic network. If the study speculations of this paper are successful, that will give solid scholarly help to future research to help the managers of banking industry especially.

### **1.5.2 Significance to Industry**

The reason for this study was to decide the distinctive kinds of leadership styles (transactions, transformations, and laissez-faires) in the businesses of Pakistan and the effect of leadership style on employee motivation and how different employees react to different leadership styles. The consequences of this study will be advantageous to businesses of Pakistan. High turnover is a typical issue in the organizations, so the information in this investigation can be utilized to see how extraordinary sorts of leaders drive high loan fees by affecting employee motivation and responsibility, at last driving them to discover different occupations. Back up plans will better see how to deal with employee motivation issues and guarantee that managers can utilize the correct way to deal with employee motivation and duty to help accomplish authoritative goals. The study will likewise supplement the information framework, add to the scholarly field, and fill in as a stage for future research.

### **1.6 Limitations and Scope of Study**

There are some potential limitations to this study which confines the extent of research. This study is restricted to the cooperation of full-time employees and centre level managers in the tasks capacities. Along these lines, this research just assesses the leadership styles exhibited by centre level managers and does not examine the fluctuating impacts of senior and top-level administration in affecting employee motivation. Additionally, the exploration is just led inside few cities of Pakistani banking industry, which limits the general extent of research to Pakistan's limited cities. A restricted time span is likewise another limitation whereby a more drawn out term will permit more top to bottom research to be finished with a more extensive, more far reaching test base. Different variables

that could possibly influence employee motivation, responsibility and turnover goal, for example, social components and employee's individual identities were not investigated in this examination as these elements require a different report all together.

## **1.7 Organization of Chapters**

### *Chapter 1*

This chapter provides a brief introduction and overview of the study as well as leadership theories and banking industry in Pakistan, significance of study, scope, limitations, research objectives and research questions. The definition of independent variables and variables and the keywords that are important are also provided.

### *Chapter 2*

The second chapter provides a brief overview to the business context of Pakistan followed by in-depth review of literatures surrounding leadership styles and employee motivation. The relationship between these variables is analysed elaborately in relation to the hypotheses that will be tested.

### *Chapter 3*

The third part features the research methodology embraced by the researcher to answer the research questions and test the proposed theories. This part likewise investigates the sampling size, technique also research instrument that will be used by the research to lead this study.

### *Chapter 4*

The fourth chapter will focus analysis part of the research. The data collected through questionnaire will be tested with the help of SMART PLS 3 statistical software to come up with authentic results.

### *Chapter 5*

The last chapter will focus on conclusion and recommendation. This part will make recommend and conclude the research based on the Chapter 4's analysis in order to provide good recommendation and provide a effective conclusion on the study.



## Chapter 2: Literature Review

### **2.0 Chapter Overview**

This chapter explains the theories and different concepts already established. These theories and concepts help in giving structure to this thesis report. Commonly, in a research study, this portion of the thesis allows formulation of ideas that are clear regarding the study. Literature review carefully looks into the previous studies that have been conducted on the similar topic, which provide a solid foundation for the research to conduct the study more effectively. Furthermore, better suggestions are also made to overcome the challenges that the previous study encountered. The types of leadership styles i.e Transformational, Transactional and Laissez Faire are the independent variables. On the other hand, employee motivation is the dependent variable that is explained along with the relationship between independent and dependent variables. The study will focus on leadership styles pertaining to private banking sector of Pakistan which improves the applicability of these variables with the country.

## 2.1 Employee Motivation

Seniwoliba and Nchorbono, (2015) defines Employee Motivation as a combination of intrapersonal and environmental forces which have an effect on employee's behaviour, related to work (Lazaroiu, 2015). Therefore, employee motivation is so important that it is used across other disciplines such as human resource management, economics, organizational behaviour etc. Since it is not easy to come up with effective employee motivation policies, many organizations face difficulty in this area (Njoroge and Yazdanifard, 2014). Organizations spend quality resources on determining how to motivate employees because it enables better job performance (Seniwoliba and Nchorbono, 2015).

Furthermore, managers have to do the most challenging task for the organization – to motivate their teams because not every individual is motivated in a similar way (Almansour, 2014). Therefore, managers have to come up with a way to equally motivate every team member in order to get the most productivity on job (Almansour, 2014). History has shown that the survival of organizations in this crucially competitive market place has been made possible only with the help of employee motivation (Lazaroiu, 2015). Employees direct the talents effectively in achieving the goals of an organization if employees are really motivated to work and are satisfied with the job (Njoroge and Yazdanifard, 2014).



Source: (Zameer, Ali, Nisar and Amir, 2014)

### **2.1.1 Global View for Employee Motivation**

In today's competitive world, it is essential for organizations to keep employees motivated (Njoroge and Yazdanifard, 2014). From a global perspective, it is important that the employees stay motivated to perform duties with 100% effective (Sandhu, Iqbal, Ali and Tufail, 2017). It is only possible when employees are treated right and when managers know how to keep them motivated in order to maximize productivity in the best interest of the organization (Njoroge and Yazdanifard, 2014).

In the classic perspective, employees' emotions were neglected and employees were dealt with rational reasoning (Njoroge and Yazdanifard, 2014). However, times have changed and now employees are given the most priority because employees are the backbone of any organization (Sandhu, Iqbal, Ali and Tufail, 2017). For a multigenerational workforce, the goal of motivation is much more than just monetary reward systems. Moreover, in order to motivate the employees of today, organization has to make sure that the employees are engaged in work through their minds and hearts which is achievable by incorporating social and emotional intelligence (Seniwoliba and Nchorbono, 2015).

One important reason behind the change of attitudes towards dealing with employees is the fact that organizations need employees to perform best in order to achieve organizational goals (Seniwoliba and Nchorbono, 2015). In such situation, social and emotional connection becomes very important as it allows employees to feel like a part of organization (Almansour, 2014). Over time, this connection allows employees to feel like a family which is favourable for organization's long term success (Almansour, 2014). Job security is a big driver of employee motivation which is an important factor in the current global competitive perspective (Lazaroiu, 2015).

Globally, employees are now treated with care and different theories or methods have been devised in order to keep employees motivated (Njoroge and Yazdanifard, 2014). A big factor in motivation is monetary reward, where employees feel motivated to work when there is some sort of monetary benefit involved (Lazaroiu, 2015). The benefit can be cash reward or other reward such

as a car or paid vacation (Kara, Uysal, Sirgy and Lee, 2015). However, one size fits all policy cannot be applied here because everyone can feel motivated in a different way and there are different things that employees want – it might not be some monetary reward (Sandhu et al., 2017). Therefore, many other ideas are available for managers to choose from that are different for example, public recognition (Seniwoliba and Nchorbono, 2015).

According to Almansour (2014), managers often find themselves in problematic situation because of not being able to motivate each and every employee at work. Employees who like to be appreciated in public and have the achievements realized need programs like employee of the month or year awards which allow managers to motivate such employees (Graves, Sarkis and Zhu, 2015). The employees then work hard enough to benefit the organization and in turn compete for the award which means that many employee go above and beyond just to receive that recognition (Almansour, 2014).

Different cultures have different application when it comes to motivating employees (Seniwoliba and Nchorbono, 2015). Again, one size does not fit all approach is the best because otherwise, if organizations continue to do same things over and over again for employees from different background – most employees will be alienated (Yang, Huang and Wu, 2016). In order to avoid alienating employees, managers must know the cultural context of the individual because motivation techniques differ from country to country and cannot be generalized (Lazaroiu, 2015).

According to Almansour (2014), Hispanics are more likely to be motivated by a recognition rather than monetary reward. Therefore, in order to motivate Hispanic employees, it is important that manager offers such opportunity so employees can feel motivated and in return give the organization, best performance (Jansen, 2016). Similarly, Americans have different technique of motivating employees (Lazaroiu, 2015). According to Özsahin, Zehir and Acar, (2016), American employees like to stand out amongst the crowd. The said culture is “me” culture where employees have higher desire to be praised alone (Sandhu, Iqbal, Ali and Tufail, 2017). This knowledge is crucial in motivating

employees and can go a long way for company's profitability and growth, as employees are the backbone of the company (Kara, Uysal, Sirgy and Lee, 2015).

### **2.1.2 Employee Motivation in Pakistan**

In Pakistan, there are different methods of motivating employees. According to Bushra, Ahmad and Naveed (2016), employees feel motivated in different ways and managers realize that it is very important to keep employees motivated otherwise employees will not take interest in completing organization's task (Lazaroiu, 2015). For public sector, employee motivation level is still higher compared to private sector – which is very low (Manzoor, 2014). The reason for high motivation for public sector is job security which is normally not provided in private sectors (Sandhu et al., 2017). Employees are always at risk of losing jobs which is not the case in public jobs (Manzoor, 2014). Moreover, private sectors need more work in dealing with employee motivation because managers face the difficult task of trying to motivate employees (Danish and Usman, 2017).

Mostly, the firms which are owned by single person are not employee focused and just want the job to be done (Khan, Khan, Khan, 2017). However, in big corporations there is high focus on employees and the motivation level is kept in check (Wasaya, Hussain, Bhutta, 2018). Private companies have different methods of motivating employees. According to Khan, Kashif and Ahmad, (2014), in Pakistan employees want to be involved in work. Therefore, job involvement is better for the employees and helps employees in staying motivated to work and keeps employees committed to the jobs (Danish and Usman, 2017). When employees are allowed to get more involved in the jobs, employees develop certain expertise which makes employees become valuable part of the organization (Mohsan, Nawaz, Khan, Shaukat and Aslam, 2016). High levels of job involvement are better for employees as well as the organization because an employee works hard to achieve personal goals along with organizational goals (Danish and Usman, 2017).

Empowerment allows employees to take responsibility for the actions which is why employees start to give the 100% in the jobs (Mustafa, Bilal, Mahmood and Murtaza, 2017). Making employees responsible for the tasks works well for

the organizations as well because employees now try to do the best and try to be as productive as possible (Mohsan et al., 2016). In Pakistan, this is very important because many employees want to feel empowered which, in a way, motivates employees (Manzoor, 2014). Therefore, managers delegate tasks to employees which fulfills the need of being in control of something and also gets the job done as a team – which is indeed the ultimate goal of any manager (Danish and Usman, 2017).

The manager's main task is to make sure that the employees get the feeling of working with the manager instead of working for the manager (Ahmad, Wasay and Jhandir, 2014). In Pakistan, the working culture is very different from many countries as the employees want to be associated with the company (Qayyum, 2014). When employees feel associated with the company, employees feel part of a big family – which also keeps employees motivated to work (Danish and Usman, 2017). No matter how focused the organization is, it is still important to focus on employees and realizing the importance (Qayyum, 2014).

As indicated by (Ayub and Rafif, 2016), a few employees should be informed if the performance is well. Association should concoct employee acknowledgment programs that can perceive the gifts and demonstrate the whole association that who were the best performing employees for the year or month (Mohsan et al., 2016). Giving acknowledgment for good performance will consequently help employee's spirit and furthermore propel different employees to work harder and get a similar acknowledgment. Employees stay with the organization if employees feel and realize that the diligent work employees are putting in, is helping the firm in some way or another (Ayub and Rafif, 2016). This acknowledgment helps in making an inclination that the endeavors of the employee are helping the firm to grow (Ahmad, Wasay and Jhandir, 2014).

The motivation of the employee is simply a fundamental errand (Oberfield, 2014). A relationship that does not encourage the work and empowers among the specialists prompts thwarted expectation and at last isolates the work culture (Saad and Idris, 2016). It was proposed that few phases to redesign members' thought processes in the progression of the advisory group; to get a mutual

society among employees and accomplish change (Oberfield, 2014). Discouraged workers are not able to do their duties ideally because the demotivating factors always get in the way of good productive day which ultimately hurts the organization (Chipunza et al., 2016). Employees ought to be advanced by intense and capable work (Saad and Idris, 2016). In the review of the Pakistani banking sector, it was found that with regards to spurring employees, money related influence, advance based on authenticity, capacity conduct, leadership style, and worker confidence are needed (Naile and Selesho, 2014).

## **2.2 Leadership Styles**

Different managers have different leadership styles to deal with the team however, every style has one end goal – to motivate employees (Özsahin, Zehir and Acar, 2016). This means that the leadership style chosen by the manager must be good enough to make employees feel motivated and to make employees want to work harder (Danish and Usman, 2017). Leadership styles have an imperative influence in deciding the achievement of the organization (Lok and Crawford, 2004). Since leaders are the grapple of an association who prevent the organization from motivating pulverized and attempt to move it towards progress (Kirkbride, 2006). A leadership job is to a great degree pivotal as terrible leadership can be hazardous for whole firm (Nohria, Groysberg and Lee, 2014). Having a decent leader empowers top quality work and high obligation where employees are spurred to work harder and give 100% which at last advantages the association (Nohria, Groysberg and Lee, 2014). It is vital that in an association, the best administration must pursue comparable leadership style that would assume a definitive job in organization achievement (Sethuraman and Suresh, 2014).

### **2.2.1 Global View on Leadership Styles**

Leadership styles determine how managers like to deal with the team in terms of motivation and achieving organizational goals (Graves, Sarkis and Zhu, 2015). Globally, many different forms of leadership styles are used that are

effective. However, it solely depends on manager as to which style he/she wants to practice (Njoroge and Yazdanifard, 2014). Employees are said to change the jobs not because of company itself, but because of managers as well (Sandhu, Iqbal, Ali and Tufail, 2017). A good manager is a team leader and knows how to deal with employees and make employees work with high motivation on the other hand, a bad manager can drive away good employees with intolerable behaviours (Lazaroiu, 2015). Organizations should keep an eye on the managers because if the job retention rate is lower than expected, it might be caused due to the manager employees are getting (Seniwoliba and Nchorbono, 2015). It is possible than more than 50% of employee turnover can be caused by ineffective or hostile management therefore, it is important when training an employee for leadership, the firm should teach leaders soft skills as well which he/she will need to become good leader and motivate his/her team to work harder (Njoroge and Yazdanifard, 2014).

Despite the slow pace of globalization due to the 2014 emergency, brands can not ignore how companies are "going global" (Volz-Peacock, Carson and Marquardt, 2016). According to the periodic report of the Dutch Bureau of Economic Policy Analysis, world commodity transactional has reached 5% below normal long-term growth, but regardless of the level of development in 2014 was 3.3%, 2.7% in 2015, and 2.1% in 2014 (Fahmi, Prawira, Hudalah and Firman, 2016). Reconciliation of the emerging market with the global economy and the expansion of universal income may depend on the cost of vitality and additional transactional conditions, but regardless of commercial conditions, global business flow may be faster or slower (Khan, 2017).

Leadership styles commonly used by business leaders in the United States include the directive, participative, empowering, and charismatic and celebrity (McDonagh, Woods and Nienaber, 2016). Attributes include trustworthiness, motivational and excellence-oriented. Global view is important in understanding the leadership styles because western managers have different approach towards it when it comes to leadership as compared to Asian managers (Almansour, 2014).



Leadership is also efficient in taking the decisive actions, inspiring employees for the performance and outperforming the competition. According to Ghasabeh, Soosay, and Reaiche, (2015), leadership provides the direction for the company in achieving the goals and in increasing the growth. To reach the destination, employees are required to know the appropriate path or direction which can be followed. Ghasabeh et al., (2015) described that the effective leadership help employees in performing the responsibilities as through leadership management can guide the employees and regularly supervise for the completion of the tasks. However, Fahmi et al., (2016), claimed that it is about setting an example for employees through which managers can motivate and excitement for the work and for learning new things (Volz-Peacock, Carson, and Marquardt, 2016).

Leadership is likewise comprehended as the capacity to impact responsibility and adherence to employees to accomplish objectives, affecting groups to distinguish, support, and create hierarchical culture. Khan et al., (2017), specified that leadership is a procedure of affecting individuals and assembling different assets to cooperate in accomplishing objectives. Capacities, process impacts, leaders and adherents, preparation of collaboration, and objectives are essential components for the viable leadership (Volz-Peacock, Carson, and Marquardt, 2016). Khan et al., (2017), showed the leadership as a procedure which is arranged into a few sections, for example, including impact, giving an illustration, and influence, the collaboration between different performing artists both as leaders and as devotees (Volz-Peacock, Carson, and Marquardt, 2016). However, the process has various outcomes such as goal achievement, a cohesion of encouragement groups or organizational culture changes (Ghasabeh et al., 2015).

The bass model system is one of the present driving methods and has been the purpose of merging of different examinations beginning late. Clearly, this model is a touch of the new leadership viewpoint and it concentrates more on leadership change factors. Bass and Riggio (2006) accept that its recognizable quality might be a consequence of its accentuation on typical motivation and the difference in supporters.

Rather than simply concentrating on the present needs of authorities, or concentrating on the necessities unbounded (Ghasabeh et al., 2015). Instead of concentrating on the short issues and openings looked by the alliance, these leaders are more concerned with entire arrangement issues than inside and outside authentic elements that are viewed as discrete and seen from a broad point of view (Volz-Peacock, Carson, and Marquardt, 2016). Transformational leadership can't substitute for transactional leadership yet supplement it (Saad and Idris, 2016). Research has shown that transformational leadership can update the impacts of transactional leadership (Naile and Selesho, 2014). These pieces of discerning change and exchanging leadership can affect authoritative results, devotee fulfillment, and leader execution (Chipunza et al., 2016). Oberfield (2014) watched that leaders normally show two styles, one of which is more common. With a specific extreme target to pick the direct behind these leadership styles, Bass has built up a multi-factor leadership theory (Chipunza et al., 2016). This model has been exhaustively utilized at different affiliations, social requests, and organization levels (Ghasabeh et al., 2015).

Transformational leadership has dependably been related with a ton of exertion, execution, and fulfillment (Ghasabeh et al., 2015). Oberfield (2014) produced the results of transitional and transactional leadership discernments as an essential marker of authoritative assertion, execution, anxious different leveled commitment, true blue citizenship coordinate, burnout, and expert thriving in assign reports (Ghasabeh et al., 2015). Oberfield (2014) proposed a development of suppositions that specific sub-estimations of advance leaders are incredibly connected with different results, including feeling and maintained commitment, part wide self-sensibility, social help direct, and change intentions (Naile and Selesho, 2014).

Transactional leaders perceive and clear up the errands of subordinates and present to employees how to accomplish the pined for prizes for beneficial execution (Oberfield, 2014). Transactional managers see and portray the subordinate goals, propose how to perform assignments and give criticism (Ghasabeh et al., 2015). Past examinations have shown that transactional

leaders can insistently impact pro points of view and behavioral reactions (Chipunza et al., 2016).

The laissez-faire leaders surrender the duties and avoid decisions. Subordinates who work under such supervision by and large have own specific device to play out the activity duties (Ghasabeh et al., 2015). Regardless of the way that the leadership capacity to surrender is from time to time discovered, managers still show specific numbers. Past researches have discovered that enabling leaders to adversely impact the business related results of employees (Naile and Selesho, 2014).

### **2.2.2 Leadership Styles in Pakistan**

According to the understanding of Bushra, Ahmad and Naveed (2016), leadership is a two-way effect. Pakistani Leaders like to influence followers, so followers influence leaders. In formal organizations, workers are classified into two categories: managers, who have subordinates, and what to do on the one hand, subordinates as followers who carry out what the organization outlines on the other (Chaudhry, Javed and Sabir, 2014). However, the managers have four main functions which managers have to do for the organization such as; planners, organizers, directors and supervisors (Chaudhry, Javed and Sabir, 2014). The term manager is distinguished from the leader. The manager is a person who has the authority and formal rights. The leader is the person who may be the manager or not the manager (Bushra, Ahmad and Naveed, 2016).

A follower may be a manager or not a manager but followers also influence leaders (Bushra, Ahmad and Naveed, 2016). Good followers provide feedback and influence to leaders whereas an effective leader is needed to hear and implement the ideas of followers (Amin, Shah and Tatlah, 2015). A good leader can be interpreted as convincing and mobilize others to cooperate under his leadership as a team to achieve a certain goal (Bushra, Ahmad and Naveed, 2016). According to Chaudhry, Javed and Sabir, (2014) leadership can be defined as ability influence the group towards the achievement of a goal or a business using influencing styles and not forcing to motivate individuals in achieving goals. Based on the above discussion, leadership can be interpreted

as an ability or expertise that is in someone deep move or motivate an individual or group to achieve the intended purpose (Amin, Shah and Tatlah, 2015).

The Full Range Leadership Theory (FRLT) was created from James MacGregor Burns' unique work in his book titled "Leadership" in which he recognized 2 leadership styles known as transformational and transactional leadership and its effect on follower's inspiration and execution (Nawaz and Bodla, 2017). Ryan and Tipu, (2015), noted the requirement for a change in perspective to perceive how leaders rise above self-enthusiasm for higher great as most models on concentrated just on the ways leaders embraced followers' conduct. Consumes' model was then additionally enhanced to incorporate a third leadership typology, known as Laissez-faire which at that point offered ascend to FRLT (Antonakis and House, 2015).

The FRLT theory has been recognized as a standout amongst the most entire and promising models that it has been acknowledged numerous researchers and organizations alike, a level of acclaim that is fairly extraordinary for scholastic speculations (Shahzad, Rehman and Abbas, 2017). It underscores on the development of a leader's moral characters whereby the development and point of view picked up from higher moral domains urges the leaders to invest time and vitality in developing others. Riaz, Akram and Ijaz, (2016) contended that leaders are the centre component of a group and followers are profoundly influenced and affected by a leader's endeavours through the leader-follower cooperation (Riaz, Akram and Ijaz, 2016). Figure 2.2 portrays the 3 leadership styles in the FRLT which ranges from non-leadership (detached) to transformational (dynamic) leadership style (Fiaz, Su, Amir and Saqib, 2017).

Despite the fact that there has been numerous examination and concentrates done throughout the years in investigating leadership and its organization with employee's activity fulfillment, inspiration, duty, turnover and some more, the greater part of these examinations were centered around the Western locale of the world (Lok and Crawford, 2014; Nohria, Groysberg and Lee, 2014; Oberfield, 2014). In the meantime, there has additionally been exceptionally restricted research identified with leadership styles and employee motivation in Pakistan's context (Saad and Idris, 2016).

The kind of leadership style embraced at various capacities over the organization may vary because of the distinction in required results anyway leadership style should likewise not cause high turnover rates which symbolizes low inspiration and duty levels (Oberfield, 2014). Thusly, this research will recognize the leadership styles embraced at the capacities inside firms in Pakistan to decide how it impacts employee motivation from Pakistan's point of view.

## **2.3 Relationship Between Leadership Styles and Employee Motivation**

### **2.3.1 Global Perspective**

Employee motivation has dependably been a worry for administrators and organizations since it can possibly manage both employee and hierarchical execution (Chipunza et al., 2016). Motivation can be characterized as "the procedure by which a man's endeavors are stimulated, coordinated and supported towards accomplishing an objective" (Robbins and Coulter, 2016, p. 494). For the most part, motivation is the main thrust that influence the conduct, energy, bearing and steadiness of a person in seeking after a result (Naile and Selesho, 2014). In spite of the fact that there are numerous contrasting perspectives and meanings of motivations, all will have the 3 components of vitality, progression, and seriousness, whereby a steady adjust of every one of the 3, is required to have large amounts of motivation consistently (Ryan and Tipu, 2015).

A motivated workforce has dependably been connected to enhance corporate execution, however, imparting and boosting elevated amounts of motivation among employees is a leader's most noteworthy test (Nohria et al., 2014). All things considered, numerous motivation speculations have been created after some time trying to better comprehend what motivates employees, for example, Maslow's Hierarchy of Needs Theory, McGregor's Theory X and Y, Herzberg's Two Factor Theory and some more (Holten and Brenner, 2015).

A few organizations join the premise of different speculations to have a numerous point of view of recognizing wellsprings of motivation and take part in distinguishing and enhancing the shortcoming in territories, for example, needs of an employee, workplace, duties, work outline, money related prizes and employee development to support motivation at a hierarchical level (Ramlall, 2004). Despite the fact that the reliance of employee motivation on leadership styles can vary from organization to organization, it is considered as a key segment of leadership in light of the fact that successful leadership depends on the capacity to motivate others to accomplish organization objectives (Lo, Rayamah and Min, 2014).

Employees' impression of their leader has the most noteworthy possibility of impacting employee motivation because of the capacity of supervisors to create a great organization culture (Nohria et al., 2014). Certain leadership styles can apply more elevated amounts of employee motivation, especially transformational leadership which can bring about helpful motivation connected with extra levels of endeavours, moral conduct and general achievement (Popli and Rizvi, 2015).

In any case, the idea of a perfect leadership style that fits all may not be pertinent as conditions, for example, organization culture and assets likewise assume a part in impacting both leadership styles and employee motivation (Glambek, Skogstad and Einarsen, 2018). On the off chance that a transformational leader puts in good measure of exertion and endeavours to impact followers to change however the organization does not bolster or encourage this move or followers are unwilling to change or perform better, this can prompt dissatisfaction on the leader's end too (Zareen et al., 2014). Then again, transactional leadership might be productive for employees who need to get compensated for the fantastic job done while laissez-faire may impart a feeling of strengthening among employees (Skogstad and Notelaers, 2014).

### **2.3.2 Pakistan's Perspective**

A few researches done in context of Pakistan have demonstrated that transactional style leadership can help employee morale and motivation,

prompting enhanced authoritative execution (Saad and Idris, 2016) while for different enterprises, transformational leadership has been demonstrated to specifically expand employee motivation (Fiaz et al., 2017; Ho et al., 2014). There is lacking confirmation to demonstrate the correct example that happens in the Asian culture, which has rehearsed transactional type leadership all the more generally contrasted with the other two (Zareen et al., 2014).

In any case, there are sufficient studies that demonstrate compelling leadership can help employee motivation which thusly can expand their dedication and improve the performance (Chipunza et al., 2016; Naile and Selesho, 2014). In the meantime, the businesses in Pakistan are likewise not inquired about widely especially in the activities area (Saad and Idris, 2016). Consequently, this investigation will assess the leadership styles honed in the banking industry of Pakistan and its effect on employee motivation from the business point of view in an Asian culture, especially in a task work setting which includes standard, ordinary occupations that can undoubtedly bring down motivation (Nanjundeswaraswamy and Swawy, 2014).

For a long time, the motive has been the status of the merger of examiners and experts. Despite this, past inquiries on this point have overlooked several issues, the most prominent of which is the resolution of the relationship between leadership style and the level of motivation of employees of public or private organizations (Arnold, Cornelius, Walsh and Martin, 2015). The exposure from McMurray (2016), which is not specifically based on public sector considerations, has achieved central results and may provide a great deal of research on how scientists might try to target only this sector. Samad, Reaburn, Davis, and Ahmed (2015) found in a survey of 2,700 social service employees that transformational leadership was basically identified as authoritative.

Manufacturers say that the connection between leadership style and worker success and various successful relationships can be reliably demonstrated, with employees prospering to provide incentive advice (Anderson and Sun, 2017). Leadership influences legitimate outcomes such as job satisfaction, worker obligations and loyalty, and turnover tendencies (Samad et

al., 2015). Louise and Botha (2014) determine that there is a positive relationship between job satisfaction and employee motivation.

This shows that the higher professional satisfaction the professional sees, the more awakening delegates (Deichmann and Stam, 2015) propose a connected approach to applying transition leadership style as a strategy to expand the labor capacity and motivation of the banking industry. Al-Asfour and Lettanu (2014) outline the ways in which CEOs can set quantifiable public service goals. Delegates will appreciate, clarify the degree of social crisis that delegates require the professionals to perform, and provide work structures to extend The professional responsibility environment at work (Deichmann and Stam, 2015).

Antonakis and House's study (2015) uses a vast collection of exploratory research to suggest a focus-based organizational framework; Saleem (2015) encourages investigators to coordinate the further study of the connection between transformational leadership practices and motivation. Chaudhry, Javed, and Sabir (2014) considered the influence of different leadership styles on agency incentives from an Islamic perspective. Kirmani (2015) pointed out that in Islamic organizations, there is a link between leadership and motivation.

Fiaz, Su, Amir, and Saqib (2017) reveal that leadership and motivation are derived from Islamic rules and learning. The examinations show that in places where Islamic culture has won, seeing solid oversight from own supervisors is working more actively with them (Ryan and Tipu, 2015). Chaudhry et al. (2014) shows that job execution does not only come from the real capabilities and capabilities of employees, but more importantly it depends on the level of incentives (Al-Asfour and Lettau, 2014). Excessive realization, the gifted employees is the basic catalyst for all equality; thereafter, companies must pay attention to the motivation of the power of laborers (Mittal, 2015).

## **2.4 Behavioural Theory of Leadership**

Behavioural theory propels the estimation of leadership styles with an emphasis on individuals and coordinated effort (Turner, 2015). It progresses



participative essential leadership and gathering enhancement by supporting individual needs and modifying individual and group objectives (Yahaya and Ebrahim, 2016). It empowers supervisors to survey and perceive how their social style as a manager impacts their firm with the group and advances duty and responsibility towards various leveled objectives (Jones, 2014). This theory empowers managers to find the right concordance between different styles of leadership and makes them pick how to carry on as a leader, dependent upon the condition (Antonakis and House, 2015). In this methodology, the emphasis is on the genuine direct action of the leaders and not on the traits or characteristics (Northouse, 2018). Toward the day's end, this methodology underscores that strong organization is the result of suitable part conduct (Aritz and Walker, 2014).

This approach communicates that the leader uses three capacities to lead the group (Syafii, Thoyib and Nimran, 2015). These aptitudes are: Specialized (refers to a man's learning of the strategy of technique), human (alludes to the ability to connect with individuals) and theoretical (alludes to leader's considerations which enable a manager to set up models and arrangement plans) (Derue, Nahrgang, Wellman and Humphrey, 2016). This methodology acknowledges that an explicit conduct of a supervisor will make him a better than average leader while doing the opposite of this would discard him as a leader (Robbins and Coulter, 2016). Choosing objectives, influencing employees for achieving the objectives, feasible correspondence ability to communicate enough, building solidarity, etc are the qualities of a successful leader (Derue et al., 2016).

This theory highlights the point that the great conduct of a leader gives increasingly conspicuous satisfaction to the disciples and employees recall him as the leader (Northouse, 2018). Regardless, one impediment of this methodology is that an explicit conduct and movement of a leader may be critical and ground-breaking at an explicit motivation behind time while at another, it may be unessential and inadequate (Antonakis and House, 2015). Subsequently, in this methodology, the 'time' factor which is a basic segment has not been considered (Zámečník, 2014).

The behavioural theory of leadership embraces an insignificantly startling procedure in contrast with other theories (Westphal and Zajac, 2015). The most basic assumption essential the behavioural theory is that the leaders can be made (Saleem, 2015). It endeavors to show that not all are not considered leaders but instead there are explicit practices that can be figured out in order to become leaders (McCleskey, 2014). Thusly, this would infer that individuals can be made proper leaders if proper training is given to them about what leadership is and what constitutes as a good leader (Lazaroiu, 2015). This is the thing that number of individuals have advanced toward getting to be leaders basically by duplicating the more compelling leaders (Khuong and Hoang, 2015). There are particular abilities that might need to be figured out before learning how to lead (Yang, 2015). The behavioural speculations have along these lines gave a superior point of view on leadership by demonstrating that leadership isn't implied just for particular people however that anyone can be a leader given that he can legitimately show leadership behaviour (Saleem, 2015). It demonstrates leadership in a more positive light and this theory will help in determining how the different leadership styles influence employee motivation in Pakistan's context (Kirmani, 2015).

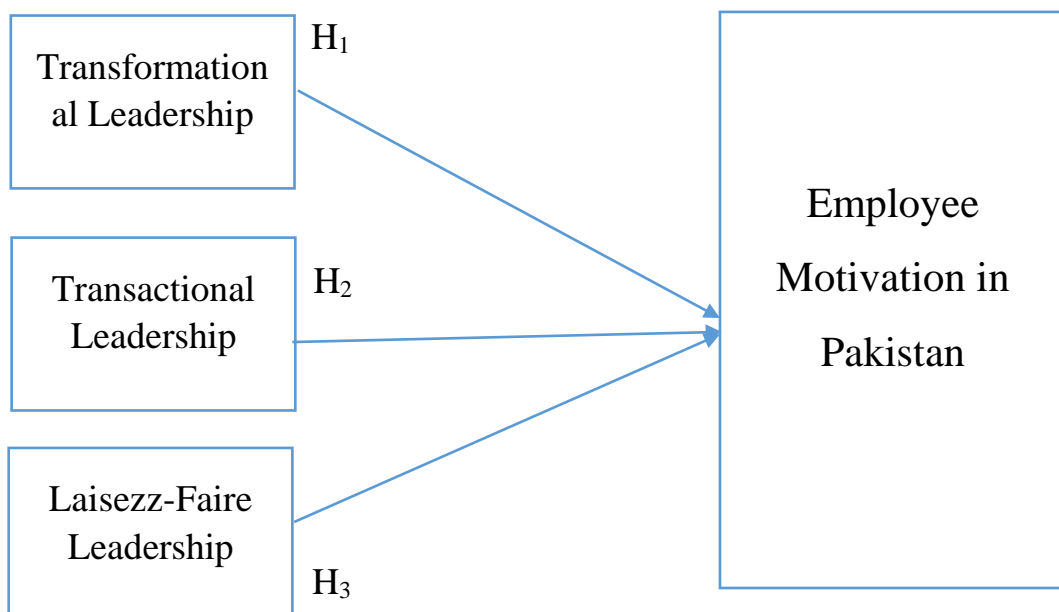
## **2.5 Gaps In Literature**

Every topic has certain gaps because there is always room to improve, however, if these gaps are properly understood and dealt with, the study could be much more accurate. First of all, the biggest gap in literature was to find enough relevant information on Pakistan's private banking sector because of lack of literature in this context; however, after thorough research and careful extraction of information, it was found (Zareen et al., 2014). Therefore, more researches need to be done in the context of Pakistan so that future researchers do not face the same problems with the literature as literature forms the basis of the research and provides good known information to the researcher. Previous literature in Pakistan has shown strong research on leadership styles however, the research on employee motivation and how it is influenced by leadership styles is still not strong and still lacking in the context of private banking sector of

Pakistan (Kundi, 2018). In terms of application of research, this study area needs more researches to better be applicable in Pakistan's context and actually applied by private banks all over the country (Kundi, 2018). As employee motivation is as important in Pakistan's work force as any other country's workforce, more intensive research is required which can also be helpful academically. Employees now, specifically managers struggle with employee motivation problem in Pakistan because not every set of subordinates want the same thing in order to be motivated. Manager has to well informed about what factors might come into play for employee motivation (Zubair, 2018). Further research will clarify a lot of misconceptions about leadership styles and employee motivation in Pakistan and also allow managers to better handle their employees in keeping them motivated for work for private banking sector.

## 2.6 Conceptual Framework

In this research, the attention is on hypothesis testing by utilizing leadership styles as the establishment and decide the relationship of these styles with employee motivation. Above figure portrays the framework utilized for this research to decide the relationship between the independent and dependent variables recognized in the conceptual framework.



Independent Variables

Dependent Variable

**Figure 1.0 – Conceptual Framework****2.7 Hypothesis**

The following hypothesis will be used to test the relationship between independent and dependent variable.

- H1: The Transformational leadership style has a positive relationship with employee motivation in private banking industry of Pakistan.
- H2: The Transactional leadership style has a positive relationship with employee motivation in private banking industry of Pakistan.
- H3: The Laissez Faire leadership style has a positive relationship with employee motivation in private banking industry of Pakistan.

**2.8 Conclusion**

This chapter has critically analysed literatures and existing studies that were available on different types of leadership styles and how styles differ globally as compared to in Pakistan. Furthermore, the literature also allowed information on how employee motivation changes when the study looks into global perspective compared to Pakistan's perspective. Thorough information on independent variable and dependent variable is provided which allowed better understanding of the research topic. Certain gaps in the literature have also been identified which can be used to improve further research on this topic. Furthermore, intensive research is required for Pakistan's context of private banking sector, which can prove to be a solid secondary information for future researches.

## **CHAPTER 3: RESEARCH METHODOLOGY**

### **3.0 Chapter Overview**

This research is based on the leadership types (transactional, transformational and laissez-faire type leadership) that serve as an independent variables, whereas employee motivation serves as a dependent variable in the study. The research will look into the relationship between IVs and DV in the context of Pakistan. This chapter will provide explanation about the research design that was used including the research instruments, population and sample size. Furthermore, it also explains collection of data, methods of analysis and determination of method for sampling. Reasons for selecting methods of sampling will also be discussed. Lastly, the chapter will go over all the data collection process thoroughly.

### **3.1 Research Design**

A research design is an important part of the research because it acts as a blueprint, providing the structure of the research through highlighting the specific research methods (Tabachnick, 2015). These methods can be qualitative, quantitation or mixture of both, depending on nature of the research and what the researcher deems appropriate (Creswell, 2014). Furthermore, it also helps in getting results for research questions, objective completion and testing of hypothesis (Gravetter and Forzano, 2018). This research will use quantitative research design with the help of hypothesis being devised and collection of data will be done through sample which will comprise of a selected proportion of the target population in order to accept or reject the hypotheses that will further explain the relationship between independent variable and dependent variable (causal-explanatory).

The research is based on descriptive empirical research that focuses on data collection through survey questionnaire regulated online afterwards, the results will be tabulated and analysis will be done using quantitative methods. In order to describe a variable, descriptive study is used (Kline, 2014). The study is therefore based on a correlation design to figure out the relationship between

variables (independent and dependent) and to find if the relationship exist or not (Johanson and Brooks, 2015).

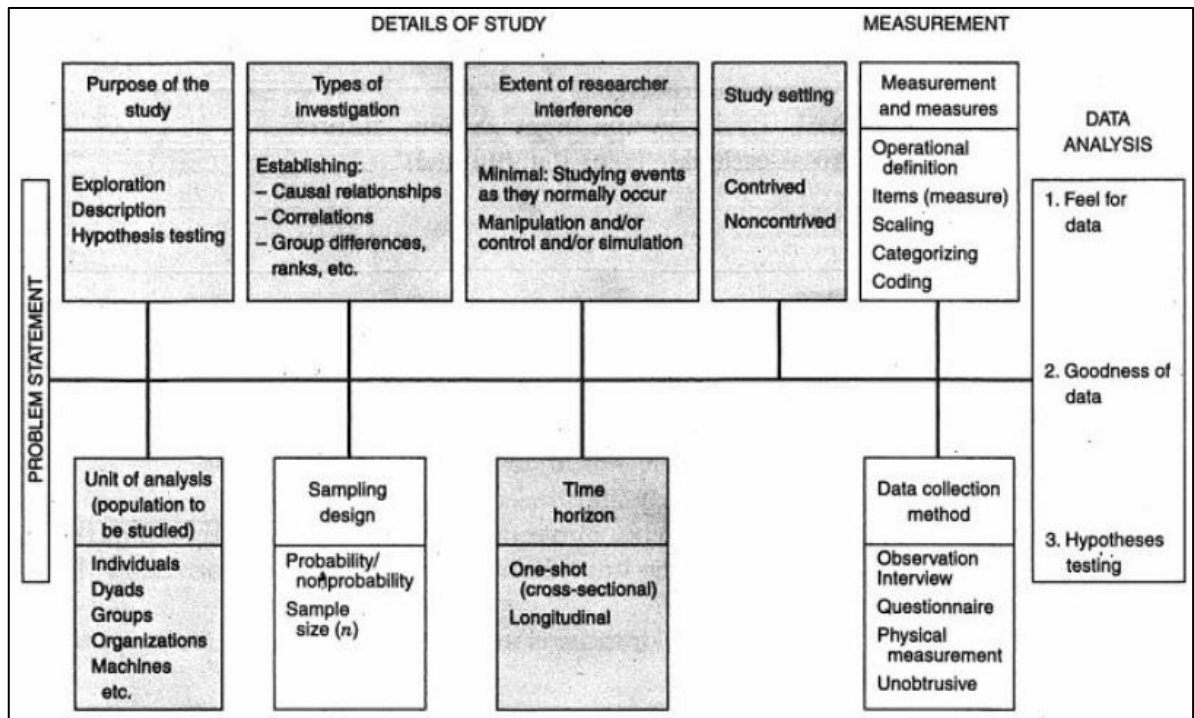


Figure: Research Design

In terms of interference in the data collection process, there will be zero to minimum interference because the data will be collected online through questionnaires and the respondents will be given appropriate days to fill out the questionnaire (if respondents are willing).

The data collected through survey questionnaires will be distributed to employees from private banking industry of Pakistan (Standard Chartered Bank, HBL, Habib Metropolitan Bank and MCB Bank Limited) to be able to generalize the study results much effectively. Furthermore, the interference is also minimum because the respondents can fill out the survey at their own time and comfort (since it is online questionnaire) which will provide them with ample amount of time to fill out the questionnaire without any interference from the research or other external factors.

### **3.2 Unit Analysis and Time Scale**

Unit analysis is based on either individual basis or group basis, since this research requires individuals to respond to the survey and give their own personal opinions (leaders and employees). Therefore, this research is based on individual analysis because perception based responses will yield unique results in questionnaires. Furthermore, the time scale of this research is cross sectional study where the relevant data is collected only once – the answers will only be taken single time (Creswell, 2014). The research is said to be cross sectional when a data is taken from a population or a subset employees (Gravetter and Forzano, 2018).

### **3.3 Sampling Design**

The sampling design explains which type of method researcher uses in order to select the population and its respondents (Hertzog, 2015). Furthermore, there are several types of sampling methods for example, cluster sampling, random sampling, stratified sampling etc (Johanson and Brooks, 2015). Sampling method is very important for the research because every research has different requirements and a wrong sampling design can put the whole research's credibility as risk (Bryman and Bell, 2015). Therefore, it is very important to select the method which correctly applies to the nature of the study (Zook and Pearce, 2017). The population under study is the working adults in the companies of Pakistan. There will be a criteria to choose which people are eligible among the population which is extremely important because the study needs to collect data from relevant respondents. According to Cohen (1992), the sample size for population must be minimum 59 because there are 3 arrows pointing the construct, the optimal representation of the population is sample size of 150. Therefore, this study will have 150 as the sample size.

#### **3.3.1 Sampling Plan**

There are two types of sampling designs, probability sampling and non-probability sampling (Wang, Cohen and Turk-Browne, 2015). The difference

between the two mentioned categories is that in probability sampling, the entire population is accessible and has an equal chance of being selected for the survey whereas, the latter one does not provide equal chance to entire population and is also not accessible to entire population (Crowder, 2017). The sampling methods that is going to be used in this research is snowball sampling which is a part of non-probability sampling (Crowder, 2017). The reason why non probability sampling is chosen for this study is because the research requires specific requirements that needs to be fulfilled in order for respondents to be able to take part in the survey (Loeb, Dynarski, McFarland, Morris, Reardon and Reber, 2017). This method will allow the researcher in selecting the rightly qualified individuals from different companies of Pakistan (leaders and employees) who can contribute to the study in a much positive way. Furthermore, it will also allow for results to be as effective and accurate as possible, which is the ultimate goal of the study – to add meaningful value to this study and provide with correct recommendations on the matter (Crowder, 2017).

### **3.3.2 Sample Size**

There are number of constraints that a researcher faces such as time, practicality and budget constraints which makes it impossible for researcher to study the entire population (Loeb et al., 2017). Therefore, samples are required which is a chunk or a portion that represents the population under study (Bryman and Bell, 2015). Sample size has to be big enough for the results to be generalized to the entire population otherwise the credibility of research might get affected if the sample size is too small (Bryman and Bell, 2015). Furthermore, statistical accuracy is also weak with small sample sizes whereas, in larger sample sizes, highest statistical accuracy improves the overall outcome and minimizes the errors as well (Krejcie and Morgan, 1970). There are 20 private banks operating in Pakistan, out of those 4 biggest banks will be chosen for the survey from the middle managers of these banks. The selected banks are Standard Chartered Bank, HBL, Habib Metropolitan Bank and MCB Bank Limited.



According to Cohen (1992), with a significance level of 5% and 3 arrows pointing at a construct there must be minimum 59 participants. However 59 is a very small number to generalize the results, therefore, the sample size of this research chosen is 150 respondents and 150 questionnaires will be distributed among the middle managers of selected private banks in Pakistan.

The Cohen's table is as below:

Exhibit 1.7 Sample Size Recommendation a in PLS-SEM for a Statistical Power of 80%												
Maximum Number of Arrows Pointing at a Construct	Significance Level											
	1%				5%				10%			
	Minimum R <sup>2</sup>				Minimum R <sup>2</sup>				Minimum R <sup>2</sup>			
	0.10	0.25	0.50	0.75	0.10	0.25	0.50	0.75	0.10	0.25	0.50	0.75
2	158	75	47	38	110	52	33	26	88	41	26	21
3	176	84	53	42	124	59	38	30	100	48	30	25
4	191	91	58	46	137	65	42	33	111	53	34	27
5	205	98	62	50	147	70	45	36	120	58	37	30
6	217	103	66	53	157	75	48	39	128	62	40	32
7	228	109	69	56	166	80	51	41	136	66	42	35
8	238	114	73	59	174	84	54	44	143	69	45	37
9	247	119	76	62	181	88	57	46	150	73	47	39
10	256	123	79	64	189	91	59	48	156	76	49	41

Source: Cohen, J. A power primer. *Psychological Bulletin*, 112, 155–159.

Table 1: Cohen Sampling Method

### 3.4 Questionnaire Design

Descriptive and explanatory data is collected about opinions and attributes of people using questionnaires (Neuman, 2015). In researches, questionnaire is a very commonly used instrument which helps in the collecting unbiased relevant data (Bonett and Wright, 2015). The main reason of using questionnaire for descriptive explanatory research is to enable researcher to mark and analyse the variables (Konasani and Kadre, 2015).

The questionnaires will be based on independent and dependent variables, leadership styles (transactional, transformational, and laissez-faire) and employee motivation, respectively. Questionnaire can easily collect the relevant information in a much more effective way while limiting non relevant information in the data collection process (Tabachnick, 2015). These opinions and responses

from respondents will be properly analysed in order to come up with a correct conclusion on the research. There will be 150 number of questionnaires which will be used for data collection. Moreover, the questionnaire will be divided into 3 sections namely, A, B and C. Section A will focus on the demographic information of respondent such as age, gender and religion. Whereas, section B will be based on independent variable questions in the format of 5 point Likert scale which will range from strongly agree to strongly disagree. Finally, section C will also have 5 point Likert scale ranging from strongly agree to strongly disagree – the questions will be based on dependent variable.

Table 3: The Questionnaire Design

Area	No of Questions	Citation
Demographic	3	Qayyum and Sukirno (2014)
IV (Transactional Leadership style)	5	Zareen, Razzaq, and Mujtaba (2015)
IV (Transformational Leadership style)	5	Graves, Sarkis and Zhu (2015)
IV (Laissez-faire Leadership style)	5	Zubair (2018)
DV (Employee Motivation)	7	Chaudhry and Javed (2014)

### 3.5 Pilot Test

Pilot test is used in research studies to perform experiment on proposed research, if the pilot test is successful, then the full scale performance is carried out by the researcher (Tabachnick, 2015). This test can reveal underlying mistakes or errors that are easily identified with it and then corrected in order to minimize errors on the full scale test (Cooper and Schindler, 2014). Therefore, it is crucial that researcher runs the pilot test before in order to identify weak areas or error with statistical data in order to rectify it in time (Bonett and Wright, 2015).

In order to conduct accurate research, questionnaire has to be checked therefore, a pilot test is used to pre-test the questionnaire with the help of nominal number of cases in order to locate any errors and confirm the quality of questionnaire (Saunders, Lewis and Thornhill, 2014). Furthermore, pilot test helps respondents and researcher both in terms of having an error free questionnaire which the respondents fill out without any trouble and the researcher can record data without any problems as well (Pallant, 2015). A perfect pilot test can be run based on minimum 10% of the sample size (Bryman and Bell, 2015). For this research, the pilot sample taken will be 53 respondents and after the results indicate the reliability of data, research will be continued. The constructs which do not meet the criteria for validity and other tests, will be removed from further study.

The tests being used include,

### **1) Convergent Validity**

In this test, global single item was introduced in the questionnaire which was of reflective nature and it described the other formative indicators as a whole. For this test, it is important that each IV is checked separately with its respective global indicator. Furthermore, the rule of thumb for this test is that path coefficient must be more than 0.80 to indicate strong relationship otherwise it can be interpreted as weak relationship or that there are other indicators that could have been included which can further provide help to future researchers of similar topic and those using formative Smart PLS method. Lastly, the  $R^2$  value must be atleast 0.65 which can indicate that atleast 65% of the data is being checked through the indicators.

### **2) Collinearity among variables**

When two or more indicators are involved, it is called multicollinearity. In this test, research must check the Variance Inflation Factor or VIF, which calculates the amount of variance that is being accounted for by the given or selected indicators. The rule of thumb for VIF is that the values for each indicator must be less than 5, which can indicate that maximum variance among the indicator is

being accounted for. Furthermore, we also look at the tolerance level for VIF because the formula for VIF is  $VIF = 1/Tolerance$ , which means that maximum tolerance that can be allowed is 0.20 or 20%. High collinearity among variables is not common in formative construct therefore if we have indicators with high collinearity we can treat them or remove them if its not reparable after trying.

### **3) Significance of outer weights**

Outer weights are rather more important in formative construct as oppose to reflective which has outer loadings as more important. The rule of thumb for this step is that the outer weights must be significant. In case, that the outer weights of some indicators are not high enough, we can check outer loadings and if they are higher than 0.50 it indicators that the indicator is significant and we can retain that indicator otherwise remove indicator from future tests.

Other than this, research will also find out the  $R^2$  and  $F^2$  which will help in looking at the predictive accuracy of the model and effect size of the model, respectively.

53 respondents were chosen for pilot test and following tests were applied,

#### **1) Convergent Validity**

Convergent validity is used to check the validity of the construct through checking path coefficient or R square of the construct. From pilot test, the global single item was used to check the convergent validity against the formative indicators. One reflective question was added to each variable in order to make it global single item that summed up the essence of all other formative questions. The results of all variables convergent validity are shown below.

The path coefficient value of TRF (transformational leadership) is the highest at 0.953, TRS is weakest at 0.730 and LF is at 0.887 (Appedix 3). These values indicate the amount of variable that is calculated by these indicators, the rule of thumb for path coefficient is that the path coefficient must be more than 0.80 (Gravetter and Forzano, 2018). The pilot test showed TRS value to be weakest which indicate that other indicators can be added or exchanged in order to

improve the convergent validity. The R square value at minimum 0.65 is acceptable for a acceptable convergent validity, TRS also lacked behind in R square value at 0.533 which means that only 53% of the variable is being calculated by given indicators. The indicators were removed or exchanged to meet requirements as best as possible.

## 2) Collinearity among Indicators

### Inner VIF

	<b>Employee Motivation</b>
<b>Employee Motivation</b>	
<b>Laissez-Faire</b>	<b>1.004</b>
<b>Transactional</b>	<b>2.694</b>
<b>Transformational</b>	<b>2.692</b>

### Outer VIF

	<b>VIF</b>
TRS2	<b>2.275</b>
TRF4	<b>2.109</b>
TRF9	3.338
LF1	<b>1.000</b>
TRS1	<b>2.207</b>
TRF 5	4.362
TRF7	3.594
TRS3	<b>1.774</b>
TRS4	<b>2.512</b>

TRF1	<b>2.474</b>
EM1	<b>2.550</b>
EM2	<b>2.882</b>
EM3	<b>1.523</b>
TRF8	3.288
TRF3	3.340
TRF10	3.519
TRF2	<b>2.131</b>
TRF 6	<b>2.677</b>
TRF11	<b>2.757</b>

Those indicators which had inner VIF less than 5 were accepted and continued for further tests. Above charts show outer and inner VIF which consists of VIFs less than 5 indicating that the tolerance is less than 0.20 (Bonett and Wright, 2015). VIF shows the amount of variance accounted for by the indicators.

### 3) Significance of Outer Weights

For formative constructs, outer weights are more important than outer loading which are more important for reflective construct. However, since the outer weights do not show any solid signs, outer loadings were checked based on basic rule of thumb that values must be bigger than 0.5, those indicators with lower outer weights and outer loadings were removed from the analysis because they were insignificant and it showed that there is no statistical evidence to retain the indicators. Following are the outer weights and outer loadings of formative data.

## Outer Weights

	<b>Original Sample (O)</b>	<b>Sample Mean (M)</b>	<b>Standard Deviation (STDEV)</b>	<b>T Statistics ( O/STDEV )</b>	<b>P Value s</b>
TRS2	0.643	0.531	0.616	1.044	0.297
TRF4	-0.111	-0.128	0.500	0.222	0.824
TRF9	0.108	0.087	0.540	0.201	0.841
LF1	1.000	1.000	0.000		
TRS1	-0.265	-0.116	0.591	0.449	0.654
TRF 5	0.351	0.266	0.713	0.491	0.623
TRF7	0.405	0.134	0.556	0.728	0.467
TRS3	0.506	0.221	0.597	0.848	0.396
TRS4	0.215	0.034	0.616	0.349	0.727
TRF1	0.478	0.270	0.451	1.060	0.289
EM1	0.430	0.466	0.771	0.558	0.577
EM2	0.215	0.141	0.797	0.269	0.788
EM3	0.521	0.088	0.660	0.789	0.430
TRF8	0.015	0.098	0.538	0.027	0.978
TRF3	-0.196	-0.198	0.609	0.322	0.747
TRF10	-0.354	-0.154	0.547	0.647	0.518
TRF2	0.233	0.131	0.442	0.526	0.599
TRF 6	0.260	0.174	0.502	0.518	0.605
TRF11	0.010	-0.097	0.607	0.017	0.986

## Outer Loadings

	<b>Original Sample (O)</b>	<b>Sample Mean (M)</b>	<b>Standard Deviation</b>	<b>T Statistics ( O/STDEV  )</b>	<b>P Values</b>
TRS2	0.913	0.610	0.378	2.414	0.016
TRF4	0.590	0.284	0.320	1.843	0.065
TRF9	0.724	0.359	0.322	2.249	0.025
LF1	1.000	1.000	0.000		
TRS1	0.562	0.356	0.361	1.555	0.120
TRF 5	0.654	0.337	0.304	2.155	0.031
TRF7	0.800	0.399	0.319	2.511	0.012
TRS3	0.788	0.430	0.431	1.831	0.067
TRS4	0.760	0.461	0.383	1.984	0.047
TRF1	0.824	0.429	0.310	2.656	0.008
EM1	0.858	0.618	0.389	2.206	0.027
EM2	0.851	0.544	0.369	2.307	0.021
EM3	0.861	0.402	0.438	1.965	0.049
TRF8	0.600	0.312	0.285	2.104	0.035
TRF3	0.568	0.279	0.300	1.892	0.059
TRF10	0.598	0.308	0.295	2.028	0.043
TRF2	0.636	0.336	0.284	2.238	0.025
TRF 6	0.769	0.400	0.318	2.418	0.016
TRF11	0.602	0.263	0.324	1.856	0.064



### **3.6 Measurements**

Measurement is the method through which the researcher checks about the reliability of data collected from instruments, in this research, questionnaire (Tabachnick, 2015). These measurements confirm or check the relationship between variables under study (Neuman, 2015). For analysing the questionnaire, Smart PLS 3 will be used as the software is very powerful in statistical measurements and also user friendly (Cooper and Schindler, 2014). SMART PLS 3 is also very strong comparatively with other statistical analysis software (Wang, Cohen and Turk-Browne, 2015). A descriptive analysis will be adopted through usage of Smart PLS 3 and evaluation of data will be made. Moreover, several tests will be conducted in this research study in order to come up with authentic and accurate results. For a sample size of 150, the significance level will be 95% with a 5% error margin which is acceptable.

#### **3.6.1 Descriptive Information**

The respondents will be selected based on a criteria. The age must be 18 and above. Furthermore, the respondents must have 2 to 3 years of experience working as a middle manager at a private bank of Pakistan. The employees will be chosen from four selected private banks of Pakistan to take part in the data collection.

### **3.7 Ethical Consideration**

Ethical considerations are important aspect of any research. In terms of questionnaire, this aspect is very important. The respondents of the survey questionnaire were asked to fill the survey if they agree, which indicated that respondents are aware of the research being conducted and their participation is entirely voluntary. Therefore, the respondents were free to participant if they want to and at their own free time. It is also important that the participants are fully aware of the research they are participating and that their personal information will be kept confidential and not be disclosed. Furthermore, the secondary data

used in literature review was properly cited and plagiarism was completely avoided in order to give full credit to the original researcher. In terms of collecting data, proper sampling size was chosen in order to mitigate any errors in the results of the study. Through using questionnaires from prominent researchers, the validity is improved whereas, reliability is also statistically verified in this research.

### **3.8 Conclusion**

This research uses questionnaire for data collection by using quantitative method. The chosen employees from multiple companies were provided with the questionnaires and the eligibility criteria for participants was strictly followed. Ethical considerations are included in the report to make sure that the study was done completely in an ethical way. The collected data will be analysed using SMART PLS 3 and finding of the result will be analysed and explained in chapter 4.

## CHAPTER 4: DATA ANALYSIS

### 4.0 Chapter Overview

Smart PLS is used to conduct the analysis on formative construct because the questionnaire selected had formative indicators rather than reflective ones (Kline, 2014). Therefore, 3 steps will be applied which are finding the Convergent Validity, finding collinearity among indicators and finding the significance of outer weights and loadings (PLS SEM, 2017). In formative construct, we find out how different the indicators are from one another which is opposite to reflective in which we consider finding the similarity among the indicators (Ekpe, Razak, Ismail and Abdullah, 2015). Formative indicators check how the different indicators complete the latent variable (LV) (Cox, 2018). Furthermore, formative construct assumes that the data is error free which is why the tests conducted in reflective such as HTMT and AVE are not applicable for formative construct. Through snowball sampling, 153 respondents were selected and the following results are shown from the tests mentioned in Chapter 3.

For complete analysis, 153 respondents were chosen. The results from pilot tests are shown below:

### 4.1 Descriptive Information

Following is the demographic information of respondents

Demographic Information	Frequency	Percentage (%)
<b>Age</b>		
22-25	56	36.6
26-30	56	36.6
Above 30	41	26.8

<b>Gender</b>		
Male	82	53.6
Female	71	46.4
Total	153	100%
<b>City</b>		
Karachi	73	47.7
Lahore	42	27.5
Islamabad	38	24.8

For demographics, age, gender and city were asked in order to find out relevant information about the respondents. As mentioned in the table, participants age ranging from 22-25 were 36.6% whereas participants under 26-30 were also 36.6% and those above 30 age were 26.8%. Therefore it can be said that majority of participants were younger employees. In terms of gender, 53.6% were male whereas 46.4% were female. Lastly, city, 47.7% of participants belonged from Karachi which is the biggest and most diverse city of Pakistan, 27.5% belonged from Lahore and 24.8% belong from Islamabad, the capital of Pakistan.

#### 4.2 Convergent Validity

Convergent validity is used to check the validity of the construct through checking path coefficient or R square of the construct. Global single item was used to check

the convergent validity against the formative indicators. One reflective question was added to each variable in order to make it global single item that summed up the essence of all other formative questions. The results of all variables convergent validity are shown in appendix A.

The path coefficient value of TRF (transformational leadership) is the at 0.708, TRS is weakest at 0.679 and LF is at 0.723. These values indicate the amount of variable that is calculated by these indicators, the rule of thumb for path coefficient is that the path coefficient must be more than 0.80 (Gravetter and Forzano, 2018). The test showed TRS value to be weakest however, all other variables also fall below 0.80 which indicate that other indicators can be added or exchanged in order to improve the convergent validity of the construct. The R square value at minimum 0.65 is acceptable for a acceptable convergent validity, all 3 variables also lacked behind in R square value at 0.533 which means that only 53% of the variable is being calculated by given indicators. The indicators were removed or exchanged to meet requirements as best as possible.

The results indicate that TRS or transactional has the weakest link in terms of explaining the variables. All 3 of the IVs has less than 0.8 path coefficient which means that there can be different other indicators that future researchers can use for this type of study.

#### 4.3 Collinearity among Indicators

##### Inner VIF

	<b>Employee Motivation</b>
<b>Employee Motivation</b>	
<b>Laissez-Faire (LF)</b>	<b>1.0679</b>
<b>Transactional (TRS)</b>	<b>2.3612</b>
<b>Transformational (TRF)</b>	<b>2.3715</b>

## Outer VIF

	<b>VIF</b>
TRS2	<b>2.3681</b>
TRF4	<b>2.0019</b>
TRF9	<b>2.2196</b>
LF1	<b>1.0000</b>
TRS1	<b>1.9731</b>
TRF 5	<b>2.1116</b>
TRF7	<b>2.1773</b>
TRS3	<b>1.7639</b>
TRS4	<b>1.9304</b>
TRF1	<b>2.0439</b>
EM1	<b>1.7773</b>
EM2	<b>2.1934</b>
EM3	<b>1.4959</b>
TRF8	<b>2.5303</b>
TRF3	<b>1.8595</b>
TRF10	<b>2.8030</b>
TRF2	<b>1.9210</b>
TRF 6	<b>2.1947</b>
TRF11	<b>2.2452</b>

Thos indicators which had inner VIF less than 5 were accepted and continued for further tests. Above charts show outer and inner VIF which consists of VIFs less

than 5 indicating that the tolerance is less than 0.20 (Bonett and Wright, 2015). VIF shows the amount of variance accounted for by the indicators.

#### 4.4 Significance of Outer Weights

For formative constructs, outer weights are more important than outer loading which are more important for reflective construct. However, since the outer weights do not show any solid signs, outer loadings were checked based on basic rule of thumb that values must be bigger than 0.5, those indicators with lower outer weights and outer loadings were removed from the analysis because they were insignificant and it showed that there is no statistical evidence to retain the indicators. Following are the outer weights and outer loadings of formative data.

##### Outer Weights

	Original Sample (O)	Sample Mean (M)	Standard Deviation	T Statistics ( O/STDEV )	P Values
TRS2	0.4998	0.4593	0.5125	0.9752	0.3295
TRF4	0.1170	0.0637	0.2372	0.4934	0.6218
TRF9	0.2237	0.2009	0.3467	0.6453	0.5187
LF1	1.0000	1.0000	0.0000		
TRS1	0.0599	0.0585	0.4055	0.1477	0.8826
TRF5	0.1524	0.0922	0.3492	0.4366	0.6624
TRF7	0.1751	0.1432	0.2729	0.6415	0.5212
TRS3	0.3280	0.1933	0.4585	0.7153	0.4744
TRS4	0.2810	0.2207	0.3172	0.8859	0.3757

TRF1	0.4988	0.3606	0.3183	1.5671	0.1172
EM1	0.5826	0.5323	0.5388	1.0812	0.2796
EM2	0.1356	0.0822	0.5676	0.2388	0.8113
EM3	0.4805	0.3335	0.3950	1.2166	0.2238
TRF8	0.0191	0.0119	0.3783	0.0505	0.9597
TRF3	-0.1274	-0.0832	0.2200	0.5789	0.5627
TRF1 0	0.2521	0.1705	0.3020	0.8346	0.4040
TRF2	-0.0954	-0.0594	0.2780	0.3433	0.7314
TRF 6	0.1490	0.0990	0.2786	0.5347	0.5929
TRF1 1	-0.1624	-0.0977	0.3691	0.4398	0.6601

### Outer Loadings

	Original Sample (O)	Sample Mean (M)	Standard Deviation	T Statistics ( O/STDEV  )	P Values
TRS2	0.9233	0.7592	0.2739	3.3712	0.0008
TRF4	0.6830	0.5062	0.2315	2.9503	0.0032
TRF9	0.7619	0.5840	0.2406	3.1673	0.0015
LF1	1.0000	1.0000	0.0000		
TRS1	0.7311	0.5937	0.2958	2.4715	0.0135
TRF 5	0.6700	0.4882	0.2727	2.4572	0.0140
TRF7	0.7406	0.5529	0.2336	3.1698	0.0015



TRS3	0.8138	0.6232	0.3414	2.3838	0.0172
TRS4	0.8110	0.6562	0.2731	2.9696	0.0030
TRF1	0.8417	0.6239	0.2554	3.2957	0.0010
EM1	0.8714	0.7225	0.3081	2.8287	0.0047
EM2	0.7957	0.6248	0.3151	2.5252	0.0116
EM3	0.8000	0.6069	0.3252	2.4603	0.0139
TRF8	0.6152	0.4614	0.2177	2.8264	0.0047
TRF3	0.5467	0.4095	0.2037	2.6831	0.0073
TRF10	0.7898	0.5862	0.2449	3.2247	0.0013
TRF2	0.5914	0.4439	0.2224	2.6587	0.0079
TRF 6	0.7188	0.5371	0.2271	3.1646	0.0016
TRF11	0.5787	0.4409	0.2380	2.4319	0.0151

All the indicator's weights and loadings are acceptable and those which were not acceptable were removed from the study as they cannot be used in further analysis. Outer loadings were checked on being more than 0.5 if outer weights were insignificant therefore, these indicators have outer loadings more than 0.5 and prove that they are relevant in relation with the construct.

#### 4.5 R-Square (R<sup>2</sup>)

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
<b>Employee Motivation</b>	0.2022	0.3049	0.0651	3.1031	0.0019

R square is a measure of predictive accuracy which calculates how strong the construct predicts on the DV. According to PLS SEM, (2018), the value close to 0.25 is considered to be weak therefore, the results show that r square is 0.202 which is 20.2% predictive accuracy or that only 20.2% of the DV is explained by all the IVs which means that there are other dimensions as well that future researchers can expand to, adding more IVs or having a mediating variable can also help improve this relationship.

#### 4.6 F-Square ( $F^2$ )

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
<b>Laissez-Faire (LF) -&gt; Employee Motivation</b>	0.0019	0.0137	0.0183	0.1032	0.9178
<b>Transactional (TRS) -&gt; Employee Motivation</b>	0.0097	0.0416	0.0519	0.1860	0.8525
<b>Transformational (TRF) -&gt; Employee Motivation</b>	0.0637	0.1810	0.1069	0.5963	0.5510

According to Hair et al. (2014), effect size values of 0.02, 0.15, and 0.35 suggest small, medium, and large effects, respectively. Therefore, looking at the results of this analysis, it can be said that the effect size of all IVs is weak however, transformational being somewhere between small and medium effect.

#### 4.7 Hypothesis Testing

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
Laissez-Faire (LF) -> Employee Motivation	-0.0401	-0.0490	0.0880	0.4558	0.6485
Transactional (TRS) -> Employee Motivation	0.1349	0.1766	0.1000	1.3485	0.1775
Transformational (TRF) -> Employee Motivation	0.3472	0.4307	0.0955	3.6367	0.0003

Above table shows the p-values of all IVs with the DV. From the given table, conclusion on hypothesis can be drawn and explained.

Hypothesis	Description	Result
H1	The Transformational leadership style has a positive relationship with employee motivation in private banking industry of Pakistan.	P Value < 0.05 (P = 0.0003) <b>Accepted</b>

<b>H2</b>	The Transactional leadership style has a positive relationship with employee motivation in private banking industry of Pakistan.	P Value > 0.05 (P = 0.1775) <b>Rejected</b>
<b>H3</b>	The Laissez Faire leadership style has a positive relationship with employee motivation in private banking industry of Pakistan.	P Value > 0.05 (P = 0.6485) <b>Rejected</b>

## **CHAPTER 5: DISCUSSION AND MANAGERIAL RECOMMENDATIONS**

### **5.0 Chapter Overview**

This section centers around the detailed discussion of the outcomes of analysis in Chapter 4 pursued by administrative suggestions relating to the banking industry of Pakistan. It is then trailed by proposals for future researches to enhance further on this present research's scope and framework. Contribution of this study's results pertaining to the banking industry as well academic contribution is also discussed. This chapter ends with a conclusion of this study.

### **5.1 Contribution of Study**

This study has given key bits of knowledge into the connection between leadership styles and employee motivation. Along these lines, the results of this research will have the capacity to benefit both the business too as well as the scholarly field.

#### **5.1.1 Contribution to Academics**

This study adds to the field of academics by filling in the information hole that exist as of now through the utilization relapse investigation to foresee the connection between leadership styles (transactional, transformational and laissez-faire) with employee motivation, employee motivation with responsibility and in addition employee duty with turnover goal. This research paper will likewise be an expansion to the collection of information to fill in as reference and give a stage to future researchers. Further studies can be conducted by improving on the limitations and applying the recommendations as discussed. Results acquired in this research can be utilized as an establishment to build up a superior conceptual framework in future that includes the roles of mediating variables in affecting employee motivation.

### 5.1.2 Contribution to Industry

This study has given key bits of knowledge into the connection between leadership styles and employee motivation. Along these lines, the results of this research will have the capacity to benefit both the business too as well as the scholarly field.

### 5.2 Hypothesis Results

Hypothesis 1 – The Transformational leadership style has a positive relationship with employee motivation in private banking industry of Pakistan.

With P value below 0.05 at 0.0003, hypothesis accepted, it is extremely important for employees to have a transformational leader who guides them and helps them in every way possible.

Hypothesis 2 – The Transactional leadership style has a positive relationship with employee motivation in private banking industry of Pakistan.

With P value above 0.05 at 0.1775, the hypothesis is rejected.

Hypothesis 3 – The Laissez-Faire style has a positive relationship with employee motivation in private banking industry of Pakistan.

With P value above 0.05 at 0.6485, making it far away from the acceptance range, therefore, hypothesis is rejected. Based on the analysis, most employees selected for survey are below 30 (around 73%). This style of leadership is not preferred by Pakistani employees because Laissez-Faire can be an acceptable form of leadership if,

1. Employees are experienced
2. The group has skills to succeed without supervision
3. Independence is valued.

Young employees are not experienced enough to feel comfortable in doing everything on their own and most want a manager who can be their mentor and guide them to success within an organization.

### 5.3 Summary of Findings and Managerial Recommendations

Latent Variable	Indicator	Outer Weights (Outer Loadings)	Significance Level	Confidence Level	VIF	R <sup>2</sup>
Transformational	TRF1	0.1524 (0.8417)	0.05	(0.231,0.602)	2.04	
	TRF2	-0.0954 (0.5914)	0.05		1.92	
	TRF3	0.1274 (0.5467)	0.05		1.76	
	TRF4	0.117 (0.683)	0.05		2	
	TRF5	0.67 (0.1524)	0.05		2.11	
	TRF6	0.149 (0.7188)	0.05		2.2	
	TRF7	0.1751 (0.7406)	0.05		2.18	
	TRF8	0.0191 (0.6152)	0.05		2.53	
	TRF9	0.2237 (0.7619)	0.05		2.53	
	TRF10	0.2521 (0.7898)	0.05		2.8	
	TRF11	0.5787 x(-) 0.1624)	0.05		2.25	
Transactional	TRS1	0.0599 (0.7311)	0.05	(-0.003, 0.381)	1.97	

	TRS2	0.4998 (0.9233)	0.05		2.37	
	TRS3	0.328 (0.8138)	0.05		1.86	
	TRS4	0.281 (0.811)	0.05		1.93	
<b>Laissez-Faire</b>	LF1	1.0000 (1.0000)	0.05	(-0.218, 0.123)	1.0 000	
<b>Employee Motivation</b>	EM1	0.5826 (0.8714)	0.05		1.78	
	EM2	0.1356 (0.7957)	0.05		2.19	
	EM3	0.4805 (0.8)	0.05		1.5	0.202

It is clear from the consequences of this research the sort of leadership style practiced by organizations can fundamentally influence employees' motivation levels. Through the Smart PLS, it has been shown that transformational leadership has a positive relationship with employee motivation. Thus, banking companies, in Pakistan, should put unusual measures of complement in making transformational leaders. This can be practiced by preparing potential leaders inside the relationship through effective HR planning and progression programs. These readiness programs must underscore on the effect that ground-breaking leadership can have on employee motivation to ensure these potential leaders think about the potential outcomes that can rise up out of not showing the right sort of leadership style. This technique will be progressively effective as a preventive action for companies that preparation employee inbreeding to ensure transformational leadership is penetrated by future leaders of the company. If the companies procure outside leaders, a contract for-fit practice can be utilized to guarantee the applicant's leadership style and qualities are in accordance with the hierarchical culture and prerequisite. The leadership style of the candidate can be assessed through the leadership point of view MLQ survey where the person can self-evaluate their leadership style through inquiries that test the



applicant's conduct and basic leadership abilities. Something else, the contracting supervisor can utilize a mix of identity tests and set of inquiries to measure the candidate's leadership aptitudes. This will guarantee that the business enlists the right leaders for the activity, which guarantees employee motivation and duty levels stay high. This methodology will likewise fill in as a preventive measure in guaranteeing that transformational leadership style is favored contrasted with transactional and laissez-faire. Accordingly, it is highly recommended that huge amount of effort is put in guaranteeing transformational leadership is the prevailing leadership style practiced in the Pakistani Banking industry.

In view of the outcomes got, this results additionally demonstrated that there is no connection between transactional leadership style and employee motivation while the results uncovered that transactional leadership was also practiced in banking industry of Pakistan. These outcomes mean that the pervasiveness of transactional leadership style in the business has brought about lessened employee motivation levels, which accordingly influenced employee responsibility also. Hence, banking industry of Pakistan must treat these outcomes as crucial and diminish transactional type leadership. There was also no relationship found between laissez-faire leadership and employee motivation hence, banking firms must keep away from the laissez-faire approach as it won't profit the association. Since transactional leadership is polished as of now, banking firms can utilize preparing techniques to move the legitimate idea of these leaders to be increasingly proactive, create solidarity and enhance eagerness to motivate employees to accomplish uncommon results. The leaders should likewise be prepared to focus on individual contrasts to perceive aptitudes and in addition to assume greater liability and responsibility by giving extra help to subordinates.

#### **5.4 Limitation of Study**

Throughout the course of this research paper, couple of potential limitations have been recognized dependent on the outcomes and investigation performed. The

principal limitation is the confined time duration (3 months) which is too short for a research of this sort. The research was directed inside the restricted time outline with similarly constrained assets, which additionally impacts the following limitation which is test measure. The objective population was explicit and hard to get to bringing about a lower than evaluated test measure. The example size of 101 acquired in this investigation is lacking to precisely speak to the population. An all-inclusive time duration will enable a more drawn out access to the population which will at that point encourage the data collection period, in this manner improving the probability for a bigger example measure. Sampling method was additionally a limitation as non-probability sampling does not enable generalization of the outcomes since there is no access to a bigger population size.

The following limitation is the single research method as this research just centered around quantitative methodology. A few outcomes which varied from past examinations and literature couldn't be checked further because of the research method chosen. The research instrument adds to this limitation in light of the fact that a self-managed review does not take into account much mediation from the researcher causing a corresponding hindrance and potential error by respondents which can yield incorrect outcomes. Another limitation is the extent of the investigation as the research just centered around employees from lower to middle level employees. This confines the effect of leadership just from the center employees however does not think about the conceivable impact from senior managers and top executives. A subsequent limitation is the MLQ leadership questionnaire used in this study as it only observed the perceived leadership of the managers from the employee perspective. The MLQ questionnaire has a perceived leadership form which analyses leadership style from the leader's perspective as well which was not utilised in this study. Geographic limitation is also another restriction in this study because the study only focused on 3 biggest cities of Pakistan. The final limitation is the time horizon used in this study which is cross-sectional, thus the impact of time on these variables were not analysed.

## 5.5 Recommendation for Future Studies

In light of the key discoveries and limitations featured, suggestions for development and future studies are provided. In the first place, future studies ought to be led for an all-inclusive time outline (something like a half year) to assign adequate time for researchers to gather data. The sample size must be expanded to 250, which is feasible with an all-encompassing time edge to get a progressively sufficient and exact portrayal of the population. The extra time and bigger example size will likewise enable researchers to enhance the system and acquire a more thorough research. Since the research discovered a few results that negated with past studies and literature, a blended method approach including qualitative analysis through interviews or focus groups should be employed. This will give a stage to expanded intercession from the researchers through open ended questions rather than close ended questions in a run of the mill poll. Respondents will have the capacity to give definite clarification and input which will enable the researcher to examine the outcomes acquired with more prominent in depth analysis. The extent of the research additionally should be expanded by including senior administrations and top managers to acquire different points of view of leadership at various administration levels.

Future researches must likewise incorporate the leader point of view of the MLQ survey where leaders can assess their own leadership style. This will enable researchers to look at the apparent leadership from both leader and supporter point of view. The range of this study should likewise be reached out to different countries especially the colleagues of shared administrations companies in Pakistan. Leaders at shared administration companies can be affected by the colleagues because of the weights set upon them and this can essentially affect the sort of leadership style that they show. The expanded geographical range will likewise give a stage to correlation of results for the banking sector in different areas. Another conceivable future bearing is to perform longitudinal investigation to assess the effect of time on the factors.

## 5.6 Conclusion

The objective of this research was to distinguish the connection between leadership styles and employee motivation and also the leadership styles were divided in 3 types namely, Transformational, Transactional and Laissez-Faire. The discoveries in this research focuses to a few key components that should be considered by the company. In spite of the fact that the business has been tormented by uncertain, low motivation rates, extremely constrained study associated leadership styles as the reason of this issue. The banking business has been practicing transactional leadership to date. In any case, this study demonstrated that this leadership style decreases employee motivation. Actually, transformational leadership has been drilled less every now and again however a positive relationship was distinguished between transformational leadership and employee motivation. Laissez-faire leadership was used the minimum and had no association with employee motivation.

Along these lines, to improve employee motivation in the banking business, firms should initially concentrate on making more transformational leaders, lessening transactional type leaderships and keeping away from laissez-faire leadership styles to help employee motivation. Banking firms should work in detail in order to create leader preparing programs through shared exertion between supervisory group of the tasks segment and HR office to prepare potential leaders inside the association also to move the oppressive pattern of transactional leadership to more transformational of nature. A contract for fit practice is likewise prescribed to guarantee outside leaders are lined up with the authoritative objectives and qualities. An expansion in employee instructing, preparing and improvement is additionally prescribed pursued by evaluation of employees' association with manager and recognizing employee needs to guarantee motivation and responsibility levels can be intensified.

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**Appendix - Rubric**

	<b>Author(s)'s Name and Year</b>	<b>Results of the Study</b>	<b>DV</b>	<b>IV</b>	<b>MV</b>
			Employee Motivation	Transactional, Transformational and Laissez-faire leadership styles	
1	Aritz and Walker (2014)	The research was about how leadership styles influence multicultural group (American and Asian) culture. The results showed that number of discursive styles in leadership can have influence on participation as well as contribution by the employees. Also, it has impact on how they feel within the organization. Furthermore, it was found that some leadership styles may not be suitable for some cultural groups.		✓	
2	Al-Asfour, and Lettau (2014)	The research was about how leadership styles influence multigenerational workforce. The research concluded that difference between generations		✓	

		also pose diversity issues and need to be properly addressed.			
3	Njoroge and Yazdanifard (2014)	The research was about how leadership styles influence multicultural group (American and Asian) culture. The results showed that number of discursive styles in leadership can have influence on participation as well as contribution by the employees. Also, it has impact on how they feel within the organization. Furthermore, it was found that some leadership styles may not be suitable for some cultural groups.	✓		
4	Popli and Rizvi (2015)	The research was about the relationship between leadership, employee engagement and service orientation pertaining to the private sector. The findings confirmed that there is strong relationship between leadership, employee engagement and service orientation.		✓	

5	Qayyum and Sukirno (2014)	The research looked into different factors pertaining to motivating employees in the banking industry of Pakistan. It was found that, age, education, gender and experience play a significant role in behaviours of employees and what makes them motivated.	✓		
6	Zareen, Razzaq, and Mujtaba (2015)	This research aimed at finding the impact of Transactional, Transformational and Laissez-faire leadership styles on Motivation. From survey results, the research concluded that all three leadership styles have significant positive impact on motivation.	✓	✓	
7	Zameer, Ali, Nisar and Amir (2014)	Research was conducted on motivation and how it effects employee performance. The results concluded that motivation is highly important in terms of improving employee performance.	✓		
8	Volz-Peacock, Carson and Marquardt (2016)	Action learning procedures with trained coach.		✓	

9	yafii, Thoyib, and Nimran (2015)	Corporate culture and employee motivation as a mediating variable of leadership styles		✓	✓
10	Shahzad, Rehman and Abbas, (2015)	HR practices and leadership styles as predictors of employee attitude and behavior		✓	
11	Seniwoliba and Nchorbono , (2015)	The role of motivation on employee performance	✓		
12	Saleem (2015)	impact of leadership styles on job satisfaction		✓	
13	Mittal (2015)	Cross cultural perspective of leadership styles		✓	
14	Nawaz and Bodla, (2015)	Full range leadership model among faculty members in public and private sector higher education institutes		✓	
15	McCleskey (2014)	Situational, transformational, and transactional leadership and leadership development.		✓	
16	Manzoor (2014)	Leadership styles and organizational commitment: a test on Malaysia manufacturing industry		✓	
17	Khuong and Hoang (2015)	The effects of leadership styles on employee motivation in auditing companies	✓	✓	

18	Graves, Sarkis and Zhu (2015)	Transformational leadership and employee motivation combine to predict employee proenvironmental behaviors	✓	✓	
19	Chaudhry and Javed (2014)	Impact of transactional and laissez faire leadership style on motivation.	✓	✓	
20	Anwar and Ahmad	Mediating Role of Organizational Commitment among Leadership Styles and Employee Outcomes, an Empirical Evidence from Telecom Sector of Pakistan.		✓	

## Appendix 1 – Questionnaire

Below are the questions used for the questionnaire and their test results are as follows,

### ***Transformational***

TRF1 Goes beyond self-interest for the good of the group

TRF Acts in ways that build other's respect for him/her

TRF Displays a sense of power and confidence

TRF2 Talks about his/her most important values and beliefs

TRF I have a leader who guides me and helps me in every way possible.

TRF3 Specifies the importance of having a strong sense of purpose

TRF4 Considers the moral and ethical consequences of decisions

TRF 5 Emphasizes the importance of having a collective sense of mission

TRF 6 Talks optimistically about the future

TRF Talks enthusiastically about what needs to be accomplished

TRF7 Expresses confidence that goals will be achieved

TRF8 Seeks different perspectives when solving problems

TRF9 Consistently suggests new ways to complete assignments/tasks

TRF Re-examines critical assumptions to question whether they are appropriate

TRF10 Spends time mentoring and coaching subordinates

TRF11 Treats each team member as an individual rather than just as a member of the group

TRF Recognizes the different needs, abilities and aspirations that each employee possesses

TRF Helps each person in the team to develop their strengths

### ***Transactional***

TRS1 Discusses in specific terms who is responsible for achieving performance targets

TRS2 Clearly defines the rewards one can expect to receive when performance goals are achieved

TRS3 Expresses satisfaction when expectations are met

TRS4 Focuses attention on irregularities, mistakes, exceptions, and deviations from standards

TRS5 I have a leader who rewards me on good performance

TRS3 Keeps track of all mistakes made by the individual/team

TRS25 Waits for things to go wrong before taking any action

TRS26 Fails to interfere until problems become serious

### ***Laissez-Faire***

LF I have a leader who does not provide me any help or assistance

LF28 He/she is absent when needed

LF29 Avoids making decisions

LF1 Delays responding to urgent questions

### ***Employee Motivation***

EM Allows you to reach and develop your full potential

EM Means working in pleasant and helpful environment

EM Is a secure one

EM1 Is a challenging and exciting job

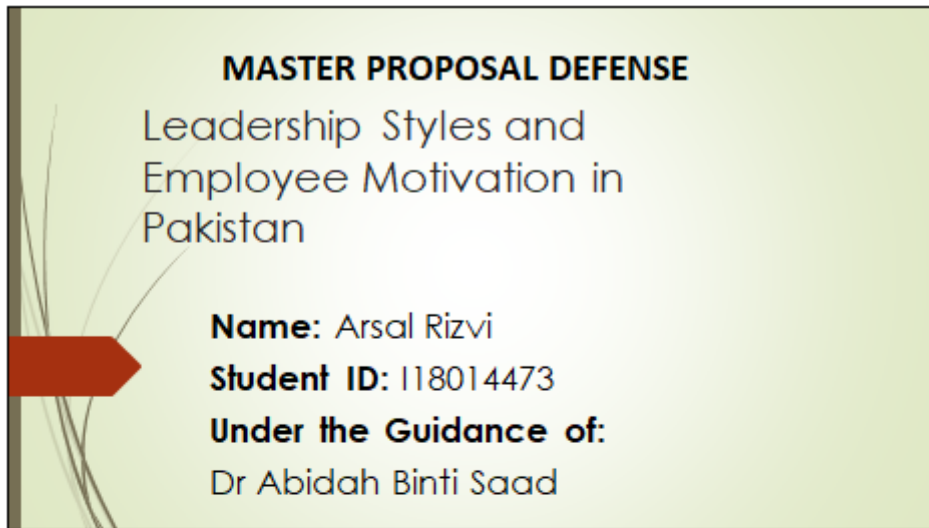
EM2 Is one where your hard work and efforts are appreciated

EM3 Provides me with security

EM Allows you to earn money



## Appendix 2 - MBA Proposal Slides (Ch1-5)

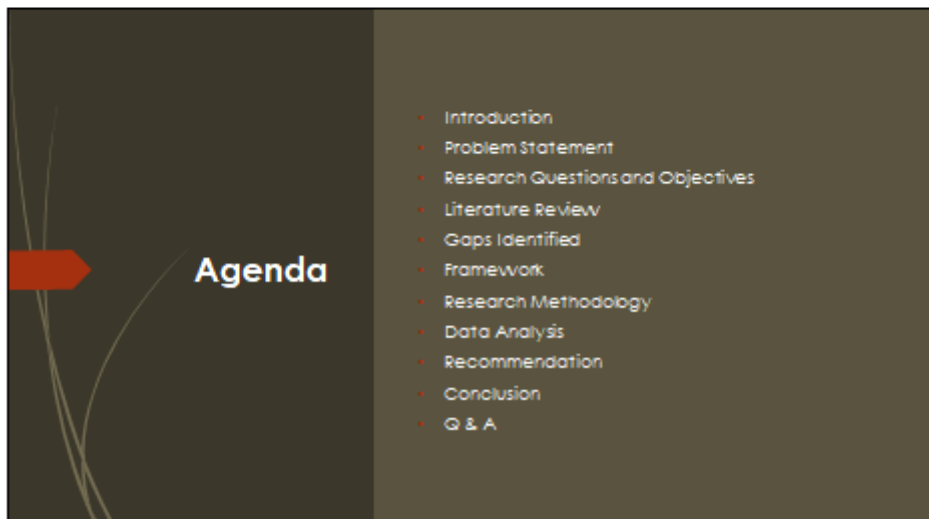


**MASTER PROPOSAL DEFENSE**

Leadership Styles and  
Employee Motivation in  
Pakistan

**Name:** Arsal Rizvi  
**Student ID:** 118014473  
**Under the Guidance of:**  
Dr Abidah Binti Saad

The slide features a light green background with a decorative graphic of thin, curved lines on the left side. A red arrow points to the right, highlighting the student's name and ID.



**Agenda**

- Introduction
- Problem Statement
- Research Questions and Objectives
- Literature Review
- Gaps Identified
- Framework
- Research Methodology
- Data Analysis
- Recommendation
- Conclusion
- Q & A

The slide has a dark background with a decorative graphic of thin, curved lines on the left side. A red arrow points to the right, highlighting the word 'Agenda'.

## Background of Study

- FRLT theory will be used in this research
- Motivated employees can significantly benefit the organizations in so many ways however, a workforce which is not motivated to work can harm the organizations in more than one ways as well (Faizan, Zenra, Baloch, Nadda and Riaz, 2015).
- There is increasing emphasis these days on keeping the employees motivated and making sure that employees give their 100% in order to achieve organizational goals as well as their personal goals.
- Private banking sector of Pakistan has seen great growth over the couple of years however, employees are usually not treated well where they have no work/life balance and working for more hours than they are paid for.

## Problem Statement

- Private banking sector of Pakistan requires better motivation in order to retain employees (Chaudhry, Javed and Sabir, 2015).
- Due to long working hours and no allowances, it is tough to attain employee motivation for this sector (Chaudhry, Javed and Sabir, 2015).
- A good leader can bring about the motivation even in such conditions (Maniuddin, 2017).
- Banking is all about customer service, therefore it is important that employees are taken care of so they take care of customers in return (Shah, Javeria and Masood, 2018).



## Research Objectives & Research Questions


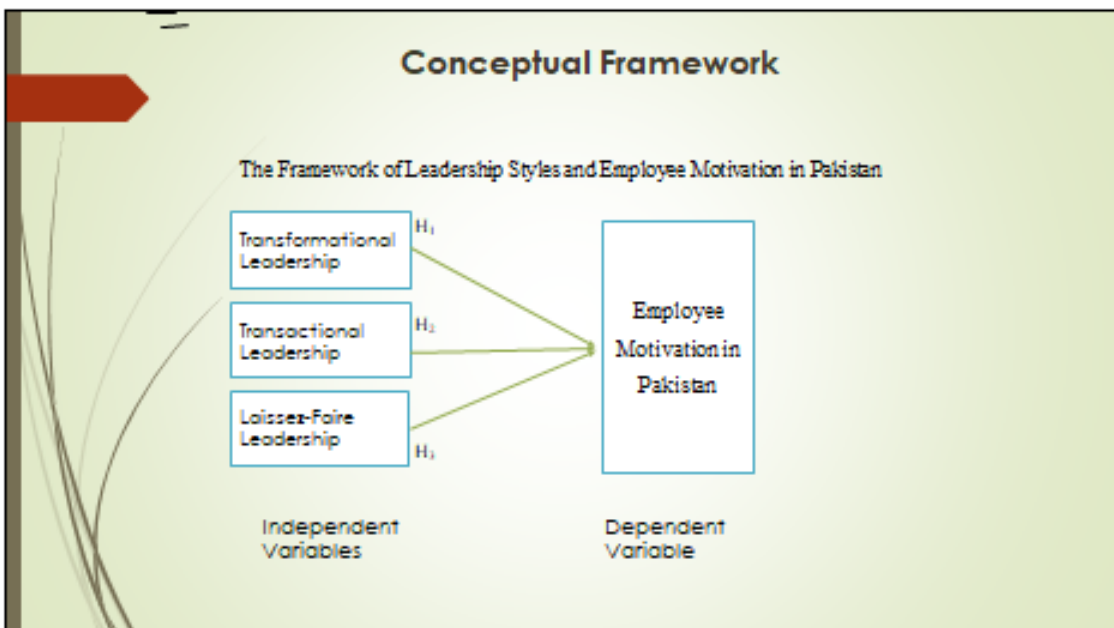
Research Objectives (ROs)	Research Questions (RQs)
<ul style="list-style-type: none"> <li>RO<sub>1</sub>: to examine whether the Transactional Leadership has positive influence of employee motivation in Pakistan.</li> </ul>	<ul style="list-style-type: none"> <li>RQ1: Do Transactional Leadership have positive influence employee motivation in Pakistan?</li> </ul>
<ul style="list-style-type: none"> <li>RO<sub>2</sub>: to examine whether the Transformational Leadership has positive influence of employee motivation in Pakistan.</li> </ul>	<ul style="list-style-type: none"> <li>RQ2: Do Transformational Leadership have positive influence employee motivation in Pakistan?</li> </ul>
<ul style="list-style-type: none"> <li>RO<sub>3</sub>: to examine whether the Laissez Faire Leadership has positive influence of employee motivation in Pakistan.</li> </ul>	<ul style="list-style-type: none"> <li>RQ3: Do Laissez Faire Leadership have positive influence employee motivation in Pakistan?</li> </ul>

## Literature Review

Sr	Author(s) (Year)	Topic	✓	✓
1	Arfa and Walker (2014)	Leadership Styles	✓	
2	Al-Arif, and Lattou (2014)	Leadership Styles	✓	
3	Gopal and Chowdhury (2014)	Employee Motivation		✓
4	Papli and Rizvi (2015)	Leadership Styles	✓	
5	Ghayum and Sakina (2012)	Employee Motivation		✓
6	Zameer, Razaq, and Mujiraba (2014)	Leadership Styles	✓	✓
7	Zameer, Ali, Nisar and Amir (2014)	Employee Motivation		✓
8	Ali Haq (2017)	Leadership Styles	✓	
9	Syafi, Thoyib, and Nilmran (2015)	Employee Motivation	✓	✓
10	Shahzad, Rehman and Abbas, (2015)	Leadership Styles	✓	
11	Senwalba and Nicholas, (2014)	Employee Motivation		✓
12	Saleem (2015)	Leadership Styles	✓	
13	Mithal (2015)	Leadership Styles	✓	
14	Nawaz and Iqbal, (2015)	Leadership Styles	✓	
15	Zubair (2016)	Leadership Styles	✓	
16	Mansoor (2014)	Leadership Styles	✓	
17	Khuang and Hoang (2015)	Employee Motivation	✓	✓
18	Gravie, Sakik and Zhu (2015)	Employee Motivation	✓	✓
19	Chaudry and Javed (2014)	Leadership Styles	✓	✓
20	Arif and Ahmad (2014)	Leadership Styles	✓	

## Gaps of Study

Previous literature Pakistan's private banking sector has shown strong research on leadership styles however, the research on employee motivation and how it is influenced by leadership styles is still not strong and still lacking (Kundi, 2018). In terms of application of research, this study area needs more researches to better be applicable in Pakistan's context and actually applied by private banks all over the country (Kundi, 2018).

## Hypotheses

The following hypothesis will be used to test the relationship between independent and dependent variable.

- H<sub>1</sub>: The Transformational leadership style has a positive relationship with employee motivation in private banking industry of Pakistan.
- H<sub>2</sub>: The Transactional leadership style has a positive relationship with employee motivation in private banking industry of Pakistan.
- H<sub>3</sub>: The Laissez Faire leadership style has a positive relationship with employee motivation in private banking industry of Pakistan.

	Details	Citations
Purpose of Study	Descriptive Research	Konasani and Kadre, 2015
Type of Investigation	Quantitative based Correlation Design	Johanson and Brooks, 2013
Extent of researcher interference	Minimal	Sekaran and Bougie, 2017
Study Setting	Non-contrived	Zikmund et al., 2013
Time Horizon	Cross-sectional	Zikmund et al., 2013
Individual Variables	3	Transformational, Transactional and Laissez-Faire
Sample size	150	Cohen, 1992
Sampling Procedure	Non-Probability (Snowball Sampling)	Crowder, 2017
Data collection	Online Questionnaire	Zikmund et al., 2013

## Research Methodology

Tests	Function	Rule of Thumb	Citations
Convergent Validity	For formative model, convergent validity is checked by examining its correlation with an alternative measure of the construct.	Correlation must be 0.80 or higher. R square more than 0.64.	Hair, Hult, Ringle, & Sarstedt. (2017)
Collinearity among indicators	This step assesses the formative construct's collinearity. High levels of collinearity should not occur in formative construct.	VIF must be less than 5 (VIF). Tolerance less than 0.20 (t).	Hair, Hult, Ringle, & Sarstedt. (2017)
Significance and relevance of outer weights	Through bootstrapping indicator's weight is checked in order to check the relevancy of the formative indicator.	1) Outer weights must be significant. 2) Outer loading must be greater than 0.5 in order to be considered significant.	Hair, Hult, Ringle, & Sarstedt. (2017)

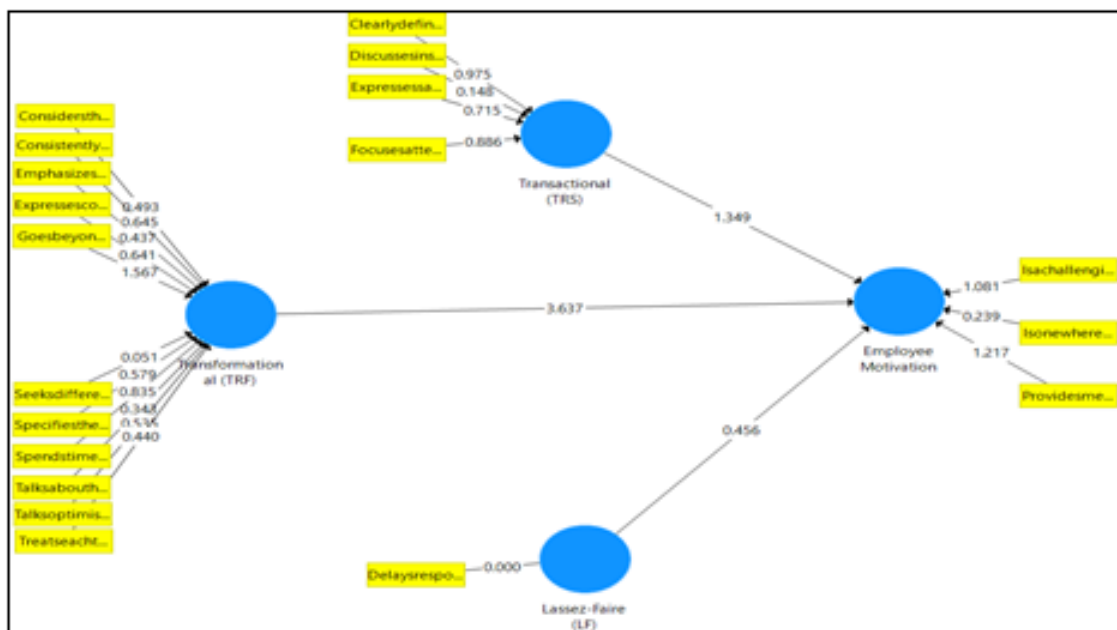
## Data Analysis Techniques and Tools

Area	No of Questions	Citation
Demographic	3	Zareen, Razzak and Mujtaba (2014)
IV (Transactional Leadership style)	3	Khuang and Hoang (2015)
IV (Transformational Leadership style)	8	Al Haj (2017)
IV (Laissez-faire Leadership style)	2	Zubair (2018)
DV (Employee Motivation)	6	Al Haj (2017)

## Summary of Questionnaire Items adaptation from previous studies

### DEMOGRAPHIC PROFILE

Demographic Information	Frequency	Percentage (%)
<b>Age</b>		
22-25	56	36.6
26-30	56	36.6
Above 30	41	26.8
<b>Demographic Information</b>		
<b>Gender</b>		
Male	82	53.6
Female	71	46.4
Total	153	100%
<b>Demographic Information</b>		
<b>City</b>		
Karachi	73	47.7
Lahore	42	27.5
Islamabad	38	24.8



RESULT					
Formative Constructs	Formative Indicators	Outer Weights (Outer loadings)	Significance	VIF	R <sup>2</sup>
Transformational	TRF1	0.1524 (0.8417)		2.044	
	TRF2	0.5914 (-0.0954)		1.921	
	TRF3	0.5467 (-0.1274)		1.764	
	TRF4	0.683 (0.117)		2.002	
	TRF5	0.67 (0.1524)		2.112	
	TRF6	0.7188 (0.149)		2.195	
	TRF7	0.7406 (0.1751)		2.177	
	TRF8	0.6152 (0.0191)		2.53	
	TRF9	0.7619 (0.2237)		2.53	
	TRF10	0.7898 (0.2521)		2.803	
	TRF11	0.5787 (-0.1624)		2.245	
Transactional	TR31	0.7311 (0.0599)		1.973	
	TR32	0.9233 (0.4998)		2.368	
	TR33	0.8138 (0.328)		1.86	
	TR34	0.811 (0.281)		1.93	
Laissez-Faire	LF1	1.0000 (1.0000)		1.0000	
Employee Motivation	EM1	0.8714 (0.5826)		1.777	
	EM2	0.7957 (0.1254)		2.182	0.202

RESULT					
Path Coefficients	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics	P Values
Laissez-Faire (LF) -> Employee Motivation	-0.0401	-0.0490	0.0880	0.4558	0.6485
Transactional (TRS) -> Employee Motivation	0.1349	0.1766	0.1000	1.3485	0.1775
Transformational (TRF) -> Employee Motivation	0.3472	0.4307	0.0955	3.6367	0.0003



Hypothesis	Description	Result
H1	The Transformational leadership style has a positive relationship with employee motivation in private banking industry of Pakistan.	P Value < 0.05 (P = 0.0003) <i>Accepted</i>
H2	The Transactional leadership style has a positive relationship with employee motivation in private banking industry of Pakistan.	P Value > 0.05 (P = 0.1775) <i>Rejected</i>
H3	The Laissez Faire leadership style has a positive relationship with employee motivation in private banking industry of Pakistan.	P Value > 0.05 (P = 0.6485) <i>Rejected</i>

## Data Analysis – Hypothesis Testing

### DISCUSSION

- HYPOTHESIS 1 – The Transformational leadership style has a positive relationship with employee motivation in private banking industry of Pakistan.**

- With P value below 0.05 at 0.0003, hypothesis accepted, it is extremely important for employees to have a transformational leader who guides them and helps them in every way possible.
- HYPOTHESIS 2 – The Transactional leadership style has a positive relationship with employee motivation in private banking industry of Pakistan.**

With P value above 0.05 at 0.1775, the hypothesis is rejected.

**HYPOTHESIS 3 – The Laissez-Faire style has a positive relationship with employee motivation in private banking industry of Pakistan.**

- With P value above 0.05 at 0.6485, making it far away from the acceptance range, therefore, hypothesis is rejected.
- Based on my analysis, most employees selected for survey are below 30 (around 73%). This style of leadership is not preferred by Pakistani employees because Laissez-Faire can be an acceptable form of leadership if,
  1. Employees are experienced
  2. The group has skills to succeed without supervision
  3. Independence is valued.

Young employees are not experienced enough to feel comfortable in doing everything on their own and most want a manager who can be their mentor and guide them to success within an organization.

**Managerial Implications**

- Greater emphasis on creating transformational leaders

Grooming potential leaders (internal) through training and development which emphasizes on effectiveness of leadership and employee motivation.

- Reduce transactional type leadership while completely avoiding Laissez-Faire

Train existing leaders to be more proactive and inspire subordinates to achieve extraordinary outcomes and also provide required support to subordinates while paying attention to individual differences.

- Hire for fit

Assess leadership style of candidate in the hiring process.

- Boost Employee Motivation and commitment
  1. Assess relationships with supervisor and recognize employee needs through internal anonymous survey.
  2. Focus more on coaching and development of employees.

## Limitations and Recommendations

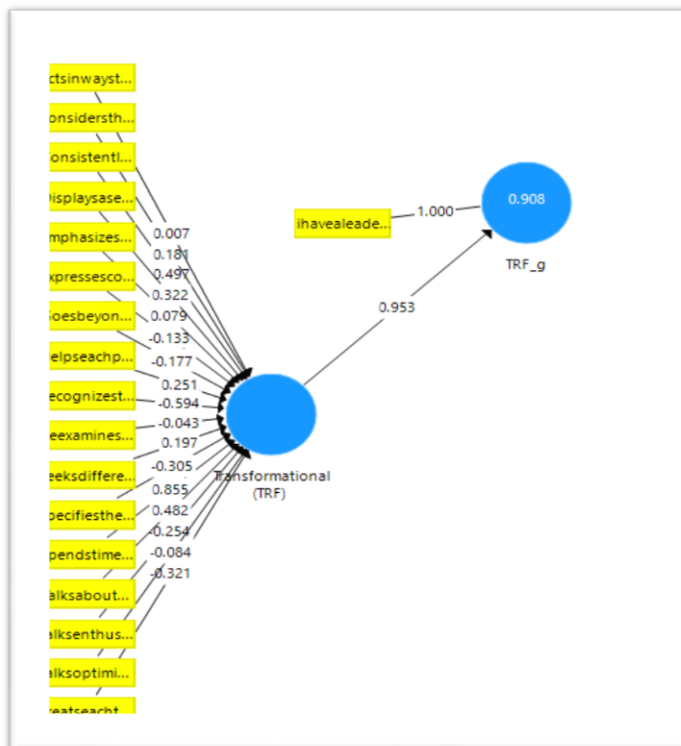
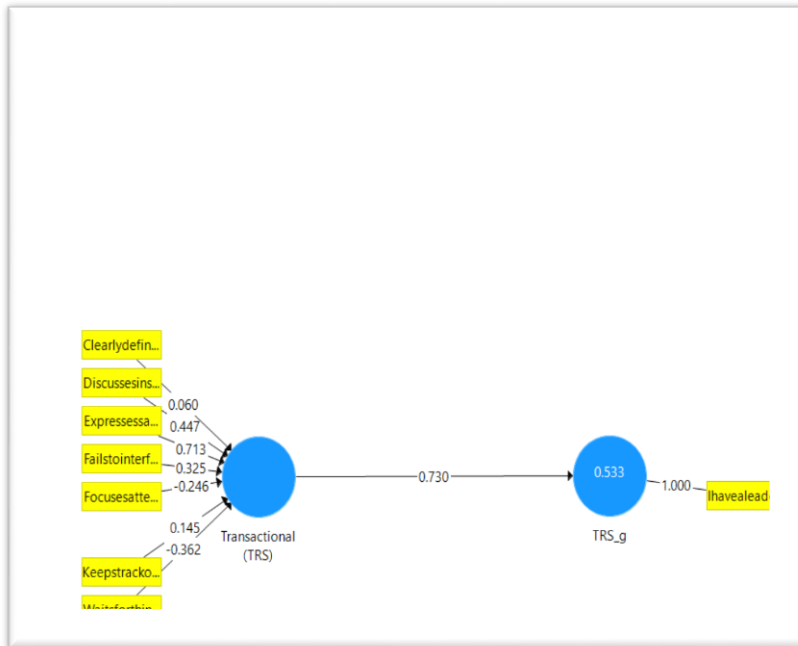
Limitations	Recommendations
Time and small sample size (150)	Increase to at least 250 to further improve accuracy.
Scope of Study	Extend up to top management to obtain various perspectives.
Perceived leadership	Include individual perspective form to obtain comparison
Geographic limitation	Add more cities for better accuracy
Time Horizon	Perform longitudinal study to evaluate the impact of time.

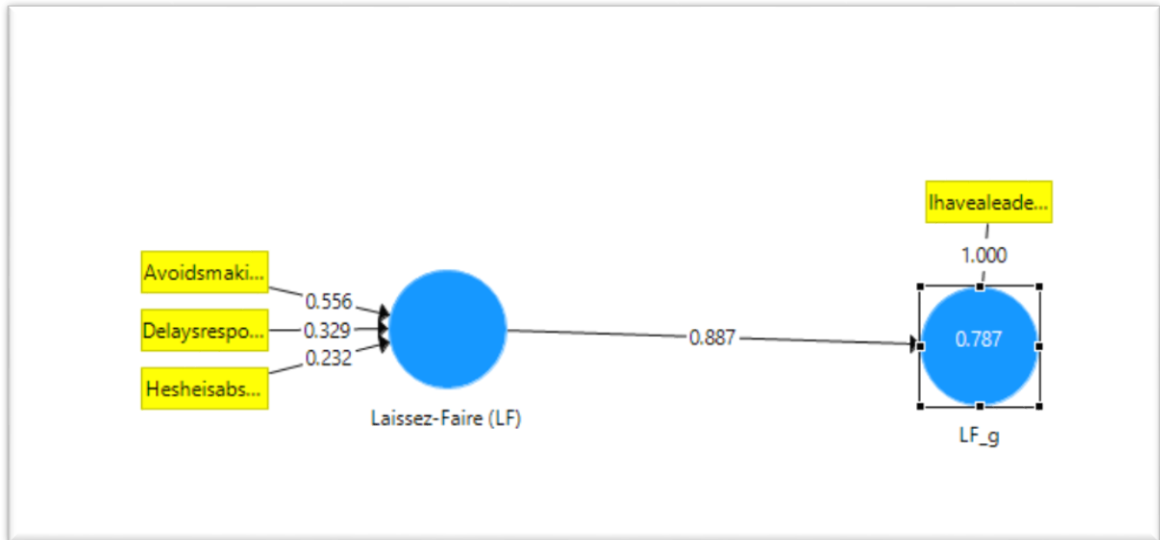
## CONCLUSION

- Employee motivation is a very important concern for any organization.
- A motivated employee can serve his/her company much effectively.
- This study had 3 factors where only one was accepted and thus it is an important factor to consider.
- It shows at the current economic time, where the salaries of private bank employees are not as high – they can still be motivated by a good leader. If the leader cares about his/her group members, the members feel valued and thus give better performance at work. Private banks need more transformational leaders in order to ensure employee motivation.

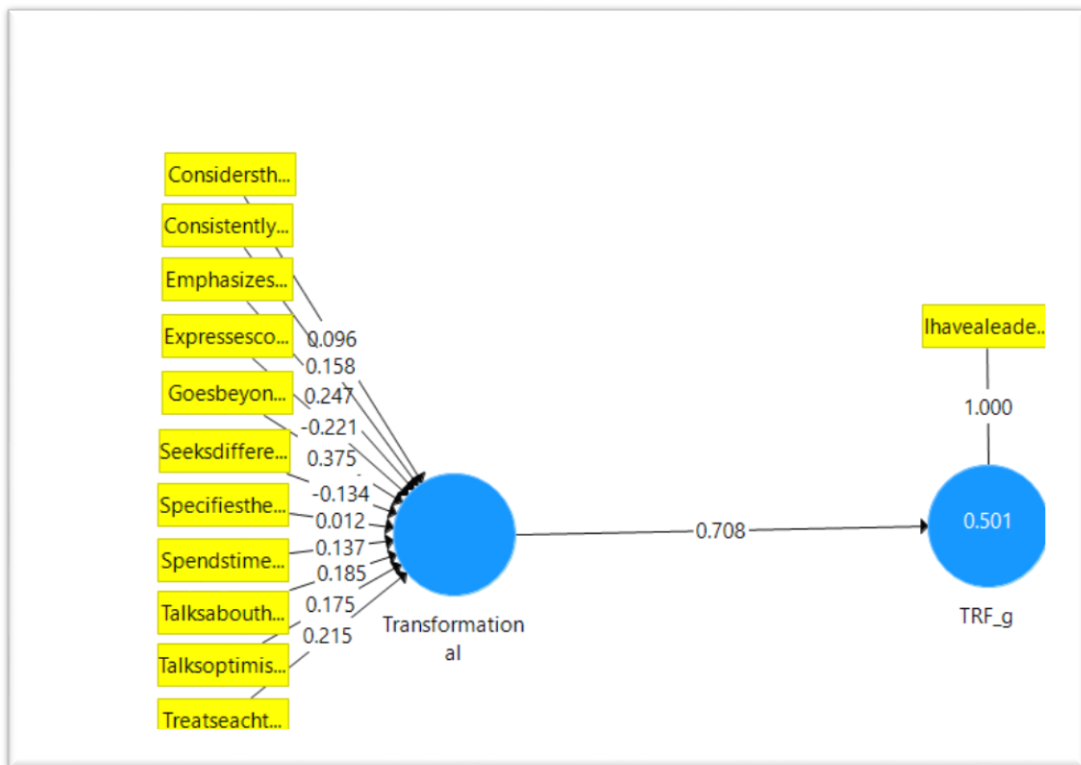
## Appendix 3 – Smart PLS

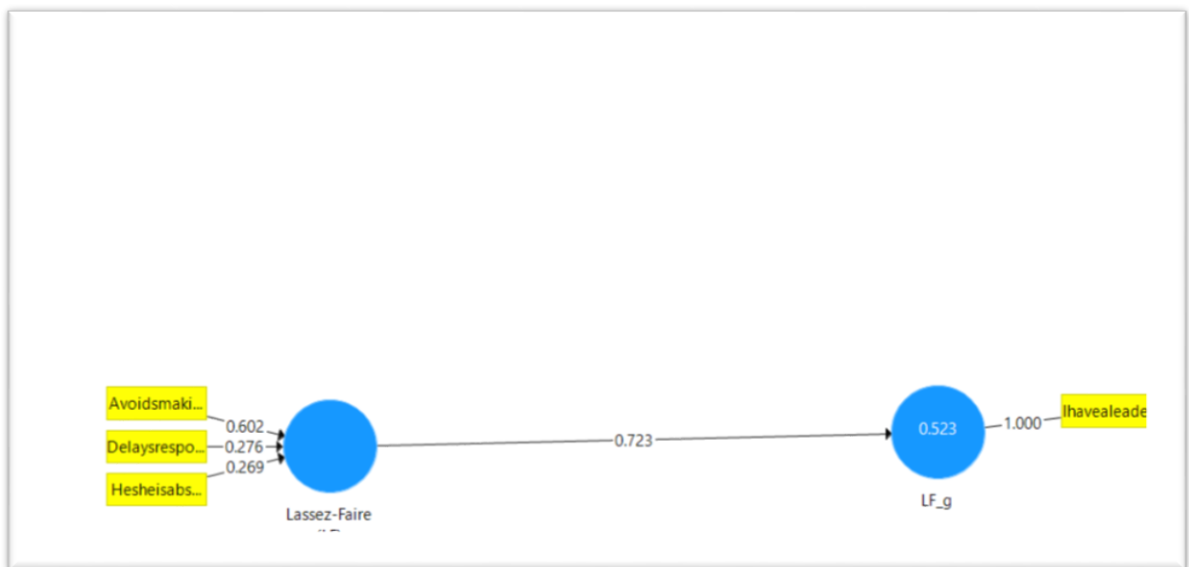
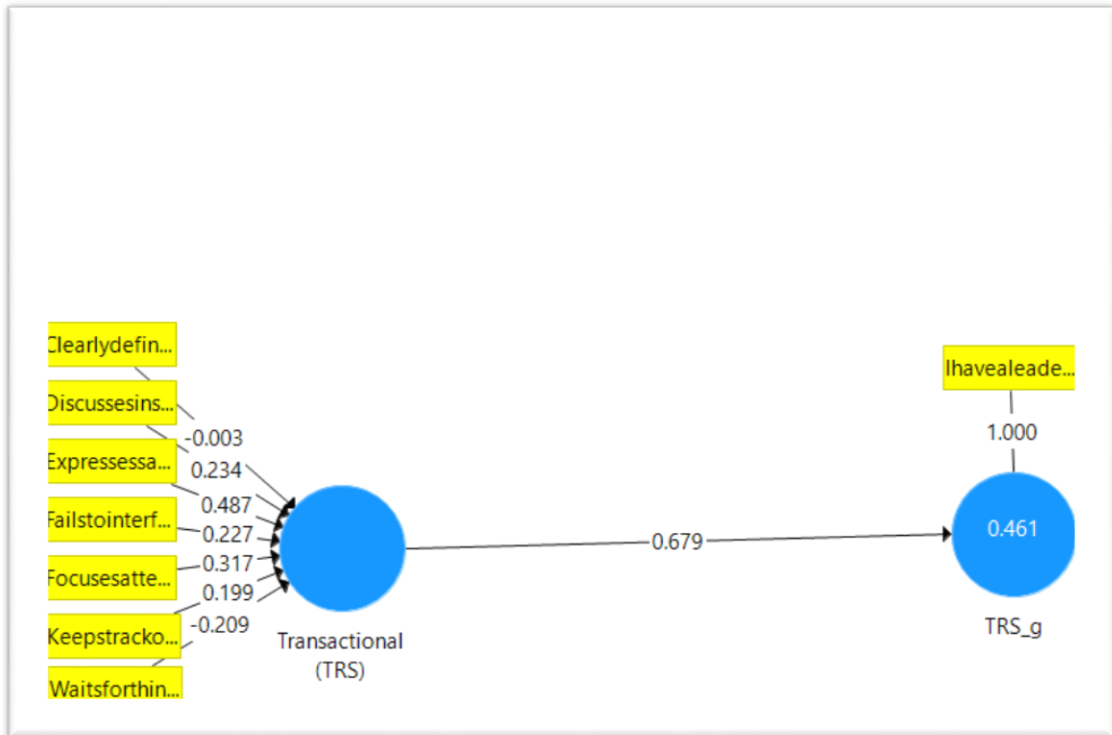
### Pilot Test





Full Analysis





## Appendix 4 – Ethics Form

### EC1A

#### UNIVERSITY OF HERTFORDSHIRE

#### FORM EC1A: APPLICATION FOR ETHICS APPROVAL OF A STUDY INVOLVING HUMAN PARTICIPANTS

(Individual or Group Applications)

**Please complete this form if you wish to undertake a study involving human participants.**

**Applicants are advised to refer to the Ethics Approval StudyNet Site and read the Guidance Notes (GN) before completing this form.**

<http://www.studynet2.herts.ac.uk/ptl/common/ethics.nsf/Homepage?ReadForm>

Use of this form is mandatory [see UPR RE01, 'Studies Involving Human Participants', SS 7.1-7.3]

Approval must be sought **and granted** before any investigation involving human participants begins [UPR RE01, S 4.4 (iii)]

If you require any further guidance, please contact either [hsetecda@herts.ac.uk](mailto:hsetecda@herts.ac.uk) or [ssahecda@herts.ac.uk](mailto:ssahecda@herts.ac.uk)

---

Abbreviations: GN = Guidance Notes UPR = University Policies and Regulations

#### THE STUDY

Q1 Please give the title of the proposed study

Leadership Styles and Employee Motivation in Pakistan.

#### THE APPLICANT

Q2 Name of applicant/(principal) investigator (person undertaking this study)

Arsal Rizvi

Student registration number/Staff number

I18014473

Email address

I18014473@student.newinti.edu.my

Status:

- |   |  |
|---|--|
| <input type="checkbox"/> Undergraduate (Foundation)       | <input type="checkbox"/> Undergraduate (BSc, BA) |
| <input checked="" type="checkbox"/> Postgraduate (taught) | <input type="checkbox"/> Postgraduate (research) |
| <input type="checkbox"/> Staff                            | <input type="checkbox"/> Other                   |

If other, please provide details here:

[Click here to enter text.](#)

School/Department:

Faculty of Business Communication and Law (FOBCAL)

If application is from a student NOT based at University of Hertfordshire, please give the name of the partner institution: Inti International University, Malaysia



Name of Programme (eg BSc (Hons) Computer Science): MBADI  
Master of Business Administration

Module name and module code: MGT 7999 MBA Project

Name of Supervisor: Dr. ABIDAH Supervisor's email:  
abidah.saad@newinti.edu.my

Name of Module Leader if applicant is undertaking a taught  
programme/module:

Dr. Abidah Binti Saad

Names and student/staff numbers for any additional investigators  
involved in this study

N/A

Is this study being conducted in collaboration with another university or  
institution and/or does it involve working with colleagues from another  
institution?

Yes No

If yes, provide details here:

[Click here to enter text.](#)

---

## DETAILS OF THE PROPOSED STUDY

Q3 Please give a short synopsis of your proposed study, stating its aims and highlighting where these aims relate to the use of human participants (See GN 2.2.3)

The aim of this study to look into different leadership styles and their effectiveness on motivation among the employees. This study will find out which leadership style is the most effective for motivating Pakistan's employees.

Q4 Please give a brief explanation of the design of the study and the methods and procedures used. You should clearly state the nature of the involvement the human participants will have in your proposed study and the extent of their commitment. Ensure you provide sufficient detail for the Committee to, particularly in relation to the human participants. Refer to any Standard Operating Procedures SOPs under which you are operating here. (See GN 2.2.4).

The design of study is quantitative co relation design and methods are non-contrived with cross sectional time horizon, the sampling procedure is snowball sampling and the procedure of data collection is online questionnaire with sample size of 150.

Q5 Does the study involve the administration of substances?

Yes No

PLEASE NOTE: If you have answered yes to this question you must ensure that the study would not be considered a clinical trial of an investigational medical product. To help you, please refer to the link below from the Medicines and Healthcare Products Regulatory Agency:

[https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/317952/Algothrim.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/317952/Algothrim.pdf)

To help you determine whether NHS REC approval is required, you may wish to consult the Health Research Authority (HRA) decision tool: <http://www.hra-decisiontools.org.uk/ethics/>

If your study is considered a clinical trial and it is decided that ethical approval will be sought from the HRA, please stop completing this form and use Form EC1D, 'NHS Protocol Registration Request'; you should also seek guidance from Research Sponsorship.

I confirm that I have referred to the Medicines and Healthcare Products Regulatory Agency information and confirm that that my study is not considered a clinical trial of a medicinal product.

Please type your name here: Click here to enter text.

Date: Click here to enter a date.

Q6.1 Please give the starting date for your recruitment and data collection:  
01/November/2018

Q6.2 Please give the finishing date for you data collection:  
15/November/2018

(For meaning of 'starting date' and 'finishing date', see GN 2.2.6)

Q7 Where will the study take place?

Major cities of Pakistan

Please refer to the Guidance Notes (GN 2.2.7) which set out clearly what permissions are required;

Please tick all the statements below which apply to this study

- I confirm that I have obtained permission to access my intended group of participants and that the agreement is attached to this application
- I confirm that I have obtained permission to carry out my study on University premises in areas outside the Schools and that the agreement is attached to this application
- I confirm that I have obtained permission to carry out my study at an off-campus location and that the agreement is attached to this application
- I have yet to obtain permission but I understand that this will be necessary before I commence my study and that the original copies of the permission letters must be verified by my supervisor before data collection commences
- This study involves working with minors/vulnerable participants. I/we have obtained permission from the organisation (including UH/UH Partner Institutions when appropriate) in which the study is to take place and which is responsible for the minors/vulnerable participants. The permission states the DBS requirements of the organisation for this study and confirms I/we have satisfied their DBS requirements where necessary.  
NB If your study involves minors/vulnerable participants, please refer to Q18 to ensure you comply with the University's requirement regarding Disclosure and Barring Service clearance.
- Permission is not required for my study as:  
  
Click here to enter text.

---

## HARMS, HAZARDS AND RISKS

Q8.1 It might be appropriate to conduct a risk assessment (in respect of the hazards/risks affecting both the participants and/or investigators). Please use Risk Assessment Form EC5 if the answer to any of the questions below is 'yes'.

If you are required to complete and submit a School specific risk assessment in addition to Form EC5, please append it to your completed Form EC5.

Will this study involve any of the following?

Invasive Procedures/administration of any substance/s?  YES  
 NO

Are there potential hazards to participant/investigator(s)  YES  NO  
from the proposed study? (Physical/Emotional)

Will or could aftercare and/or support be needed by participants?  YES  
 NO

IF 'YES' TO THE ABOVE PLEASE COMPLETE EC1 APPENDIX 1 AND  
INCLUDE IT WITH YOUR APPLICATION

Q8.2 Is the study being conducted off-campus (i.e. not at UH/UH Partner?)  
 YES  NO

It might be appropriate to conduct a risk assessment of the proposed location for your study (in respect of the hazards/risks affecting both the participants and/or investigators) (this might be relevant for on-campus locations as well). Please use Form EC5 and, if required, a School-specific risk assessment (See GN 2.2.8 of the Guidance Notes).

If you do not consider it necessary to submit a risk assessment, please give your reasons:

Since the questionnaire will be distributed online, the data collection process will not harm anyone.

## ABOUT YOUR PARTICIPANTS

Q9 Please give a brief description of the kind of people you hope/intend to have as participants, for instance, a sample of the general population, University students, people affected by a particular medical condition, children within a given age group, employees of a particular firm, people who support a particular political party, and state whether there are any upper or lower age restrictions.

Employees from different companies in Pakistan

Q10 Please state here the maximum number of participants you hope will participate in your study. Please indicate the maximum numbers of participants for each method of data collection.

160

Q11 By completing this form, you are indicating that you are reasonably sure that you will be successful in obtaining the number of participants which you hope/intend to recruit. Please outline here your recruitment (sampling) method and how you will advertise your study. (See GN 2.2.9).

Non-Probability (Snowball sampling) will be used for sampling method. After consent each individual will take part in the survey, the language of the questionnaire will be English which will make it easier to understand for the respondents.

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## CONFIDENTIALITY AND CONSENT

(For guidance on issues relating to consent, see GN 2.2.10, GN 3.1 and UPR RE01, SS 2.3 and 2.4 and the Ethics Approval StudyNet Site FAQs)

Q12 How will you obtain consent from the participants? Please explain the consent process for each method of data collection identified in Q4

- Informed consent using EC3 and EC6 (equivalent)
- Implied consent (e.g. via participant information at the start of the questionnaire/survey etc)
- Consent by proxy (for example, given by parent/guardian)

Use this space to describe how consent is to be obtained and recorded for each method of data collection. The information you give must be sufficient to enable the Committee to understand exactly what it is that prospective participants are being asked to agree to.

In the beginning of the questionnaire, the participants will be informed about their anonymity and that the data will strictly be used for this particular research only.

If you do not intend to obtain consent from participants please explain why it is considered unnecessary or impossible or otherwise inappropriate to seek consent.

N/A

Q13 If the participant is a minor (under 18 years of age) or is unable for any reason to give full consent on their own, state here whose consent will be obtained and how? (See especially GN 3.6 and 3.7)

N/A

Q14.1 Will anyone other than yourself and the participants be present with you when conducting this study? (See GN 2.2.10)

YES NO

If YES, please state the relationship between anyone else who is present other than the applicant and/or participants (eg health professional, parent/guardian of the participant).

N/A

Q14.2 Will the proposed study be conducted in private?

YES NO

If 'No', what steps will be taken to ensure confidentiality of the participants' information. (See GN 2.2.10):

Their identity will not be revealed to anyone and only the data will be used for the particular study only.

Q15 Are personal data of any sort (such as name, age, gender, occupation, contact details or images) to be obtained from or in respect of any participant?



(See GN 2.2.11) (You will be required to adhere to the arrangements declared in this application concerning confidentiality of data and its storage. The Participant Information Sheet (Form EC6 or equivalent) must explain the arrangements clearly.)

YES NO

If YES, give details of personal data to be gathered and indicate how it will be stored.

Age gender and level of education, and the data is stored Online as the questionnaire use for data collection is google docs.

Will you be making audio-visual recordings?

YES NO

If YES, give details of the types recording to be made and indicate how they will be stored.

N/A

State what steps will be taken to prevent or regulate access to personal data/audio-visual recordings beyond the immediate investigative team, as indicated in the Participant Information Sheet.

Indicate what assurances will be given to participants about the security of, and access to, personal data/audio-visual recordings, as indicated in the Participant Information Sheet.

I will not leak out their personal data and their identity will remain anonymous.

State as far as you are able to do so how long personal data/audio-visual recordings collected/made during the study will be retained and what arrangements have been made for its/their secure storage, as indicated in the Participant Information Sheet.

Click here to enter text.

Will data be anonymised prior to storage? YES NO

Q16 Is it intended (or possible) that data might be used beyond the present study? (See GN 2.2.10) YES NO

If YES, please indicate the kind of further use that is intended (or which may be possible).

N/A

If NO, will the data be kept for a set period and then destroyed under secure conditions? YES NO

If NO, please explain why not:

N/A

Q17 Consent Forms: what arrangements have been made for the storage of Consent Forms and for how long?

Data will be stored online in password secure environment in google docs for the time period of 3 months.

Q18 If the activity/activities involve work with children and/or vulnerable adults satisfactory Disclosure and Barring Service (DBS) clearance may be required by investigators. You are required to check with the organisation (including UH/UH Partners where appropriate) responsible for the minors/vulnerable participants whether or not they require DBS clearance.

Any permission from the organisation confirming their approval for you to undertake the activities

with the children/vulnerable group for which they are responsible should make specific reference to any DBS requirements they impose and their permission letter/email must be included with your application.

More information is available via the DBS website -

<https://www.gov.uk/government/organisations/disclosure-and-barring-service>

---

## REWARDS

Q19.1 Are you receiving any financial or other reward connected with this study? (See GN 2.2.14 and UPR RE01, S 2.3)

YES NO

If YES, give details here:

N/A

Q19.2 Are participants going to receive any financial or other reward connected with the study? (Please note that the University does not allow participants to be given a financial inducement.) (See UPR RE01, S 2.3)

YES NO

If YES, provide details here:

N/A

Q19.3 Will anybody else (including any other members of the investigative team) receive any financial or other reward connected with this study?

YES NO

If YES, provide details here:

N/A

---

#### OTHER RELEVANT MATTERS

Q20 Enter here anything else you want to say in support of your application, or which you believe may assist the Committee in reaching its decision.

The result of this study will benefit the managers and will explain the process of how leadership styles have an impact on employee motivation in Pakistan.

## DOCUMENTS TO BE ATTACHED

Please indicate below which documents are attached to this application:

- Permission to access groups of participants from student body
- Permission to use University premises beyond areas of School
- Schools Permission from off-campus location(s) to be used to conduct this study
- Risk Assessment(s) in respect of hazards/risks affecting participants/investigator(s)
- Copy of Consent Form (See Form EC3/EC4) Copy of Form EC6 (Participant Info Sheet)
- Copy of Form EC6 (Participant Info Sheet)
- A copy of the proposed questionnaire and/or interview schedule (if appropriate for this study). For unstructured methods, please provide details of the subject areas that will be covered and any boundaries that have been agreed with your Supervisor
- Any other relevant documents, such as a debrief, meeting report. Please provide details here:

[Click here to enter text.](#)

## DECLARATIONS

### 1 DECLARATION BY APPLICANT

I undertake, to the best of my ability, to abide by UPR RE01, 'Studies Involving the Use of Human Participants', in carrying out the study.

I undertake to explain the nature of the study and all possible risks to potential participants,

Data relating to participants will be handled with great care. No data relating to named or identifiable participants will be passed on to others without the written consent of the participants concerned, unless they have already consented to such sharing of data when they agreed to take part in the study.

All participants will be informed (a) that they are not obliged to take part in the study, and (b) that they may withdraw at any time without disadvantage or having to give a reason.

(NOTE: Where the participant is a minor or is otherwise unable, for any reason, to give full consent on their own, references here to participants being given an explanation or information, or being asked to give their consent, are to be understood as referring to the person giving consent on their behalf. (See Q 12; also GN Pt. 3, and especially 3.6 & 3.7))

Enter your name here: Aرسال Rizvi Date 27/09/2018

---

## GROUP APPLICATION

(If you are making this application on behalf of a group of students/staff, please complete this section as well)

I confirm that I have agreement of the other members of the group to sign this declaration on their behalf

Enter your name here: Click here to enter text. Date Click here to enter a date.

**DECLARATION BY SUPERVISOR (see GN 2.1.6)**

I confirm that the proposed study has been appropriately vetted within the School in respect of its aims and methods; that I have discussed this application for Ethics Committee approval with the applicant and approve its submission; that I accept responsibility for guiding the applicant so as to ensure compliance with the terms of the protocol and with any applicable ethical code(s); and that if there are conditions of the approval, they have been met.

Enter your name here: Dr. Abidah Binti Saad Date 28/09/2018

**EC6**

**UNIVERSITY OF HERTFORDSHIRE**

**ETHICS COMMITTEE FOR STUDIES INVOLVING THE USE OF HUMAN PARTICIPANTS  
(‘ETHICS COMMITTEE’)**

**FORM EC6: PARTICIPANT INFORMATION SHEET**

1 **Title of study**

*Leadership Styles and Employee Motivation in Pakistan.*

2 **Introduction**

You are being invited to take part in a study. Before you decide whether to do so, it is important that you understand the study that is being undertaken and what your involvement will include. Please take the time to read the following information carefully and discuss it with others if you wish. Do not hesitate to ask us anything that is not clear or for any further information you would like to help you make your decision. Please do take your time to decide whether or not you wish to take part. The University's regulations governing the conduct of studies involving human participants can be accessed via this link:

<http://sitem.herts.ac.uk/secreg/upr/RE01.htm>

Thank you for reading this.

3 **What is the purpose of this study?**

*The aim of this study to look into different leadership styles and their effectiveness on motivation among the employees. This study will find out which leadership style is the most effective for motivating Pakistan's employees.*

4 **Do I have to take part?**

It is completely up to you whether or not you decide to take part in this study. If you do decide to take part you will be given this information sheet to keep and be asked to sign a consent form. Agreeing to join the study does not mean that you have to complete it. You are free to withdraw at any stage without giving a reason. A decision to withdraw at any time, or a decision not to take part at all, will not affect any treatment/care that you may receive (should this be relevant).



- 5 **Are there any age or other restrictions that may prevent me from participating?**

*Employees from different companies in Pakistan can take part in this survey.*

- 6 **How long will my part in the study take?**

*The process will take 15 minutes.*

- 7 **What will happen to me if I take part?**

*The first thing to happen will be answering the demographic questions before proceeding to other questions of the questionnaire.*

- 8 **What are the possible disadvantages, risks or side effects of taking part?**

*Time consumption is the only possible disadvantage.*

- 9 **What are the possible benefits of taking part?**

*Helping a research in achieving accurate results.*

- 10 **How will my taking part in this study be kept confidential?**

*Their personal data will not be given to anybody else and their identity will remain anonymous. The data will only be used for study.*

- 11 **Audio-visual material**

N/A

**12 What will happen to the data collected within this study?**

12.1 The data collected will be stored electronically, in a password-protected environment, for 3 months, after which time it will be destroyed under secure conditions;

12.2 The data will be anonymized prior to storage.

**13 Will the data be required for use in further studies?**

No

13.1 The data will not be used in any further studies;

**14 Who has reviewed this study?**

This study has been reviewed by:

*<Please delete whichever does not apply:>*

14.2 The University of Hertfordshire Social Sciences, Arts and Humanities Ethics Committee with Delegated Authority

The UH protocol number is *<enter>*

15 **Factors that might put others at risk**

Please note that if, during the study, any medical conditions or non-medical circumstances such as unlawful activity become apparent that might or had put others at risk, the University may refer the matter to the appropriate authorities.

16 **Who can I contact if I have any questions?**

If you would like further information or would like to discuss any details personally, please get in touch with me, in writing, by phone or by email: +6017 6151362, email id: *i18014473@student.newinti.edu.my*

**Although we hope it is not the case, if you have any complaints or concerns about any aspect of the way you have been approached or treated during the course of this study, please write to the University's Secretary and Registrar at the following address:**

Secretary and Registrar  
University of Hertfordshire  
College Lane  
Hatfield  
Herts  
AL10 9AB

**Thank you very much for reading this information and giving consideration to taking part in this study.**

***EC7***



**SOCIAL SCIENCES, ARTS AND HUMANITIES ECDA**

**ETHICS APPROVAL NOTIFICATION**

**TO** Ahsal Rizvi  
**CC** Dr Saad Abidah  
**FROM** Dr Timothy H Parke, Social Sciences, Arts and Humanities ECDA Chairman  
**DATE** 08/10/18

**Protocol number:** cBUS/PGT/CP/03807

**Title of study:** Leadership Styles and Employee Motivation in Pakistan.

Your application for ethics approval has been accepted and approved with the following conditions by the ECDA for your School and includes work undertaken for this study by the named additional workers below.

**Approval Conditions:**

The supervisor must see and approve the survey schedule prior to recruitment and data collection.

**This approval is valid:**

From: 01/11/18

To: 15/11/18

**Additional workers:** no additional workers named

**Please note:**

Your application has been conditionally approved. You must ensure that you comply with the conditions noted above as you undertake your research. You are required to complete and submit an EC7 Protocol Monitoring Form once this study is complete, available via the Ethics Approval StudyNet Site via the 'Application Forms' page <http://www.studyenet1.herts.ac.uk/jpl/c/common/ethics.nsf/Teaching+Documents?OpenView&count=9999&restricttocategory=Application+Forms>

If your research involves invasive procedures you are required to complete and submit an EC7 Protocol Monitoring Form, and your completed consent paperwork to this ECDA once your study is complete.

Failure to comply with the conditions will be considered a breach of protocol and may result in disciplinary action which could include academic penalties. Additional documentation requested as a condition of this approval protocol may be submitted via your supervisor to the Ethics Clerks as it becomes available. All documentation relating to this study, including the information/documents noted in the conditions above, must

be available for your supervisor at the time of submitting your work so that they are able to confirm that you have complied with this protocol.

Any necessary permissions for the use of premises/location and accessing participants for your study must be obtained in writing prior to any data collection commencing. Failure to obtain adequate permissions may be considered a breach of this protocol.

Approval applies specifically to the research study/methodology and timings as detailed in your Form EC1A. Should you amend any aspect of your research, or wish to apply for an extension to your study, you will need your supervisor's approval (if you are a student) and must complete and submit form EC2. In cases where the amendments to the original study are deemed to be substantial, a new Form EC1A may need to be completed prior to the study being undertaken.

Should adverse circumstances arise during this study such as physical reaction/harm, mental/emotional harm, intrusion of privacy or breach of confidentiality this must be reported to the approving Committee immediately. Failure to report adverse circumstances would be considered misconduct.

Ensure you quote the UH protocol number and the name of the approving Committee on all paperwork, including recruitment advertisements/online requests, for this study.

Students must include this Approval Notification with their submission.

## Appendix 5 – Activity Log

### APPENDIX 9

#### PROJECT PAPER LOG

This is an important document, which is to be handed in with your dissertation. This log will be taken into consideration when awarding the final mark for the dissertation.

<b>Student Name:</b>	Arsal Rizvi
<b>Supervisor's Name:</b>	Dr. ABIDAH BINTI SAAD
<b>Dissertation Topic:</b> Leadership Styles and Employee Motivation in Pakistan.	

#### SECTION A. MONITORING STUDENT DISSERTATION PROCESS

The plan below is to be agreed between the student & supervisor and will be monitored against progress made at each session.

Activity	Milestone (September - December 2016)							
	1-15 Sept	16-31 Sept	1-15 Oct	16-29 Oct	1-15 Nov	16-31 Nov	1-10 Dec	10 – 15 Dec
Kick-off meeting	Completed							
Submit the IRPP	Completed							
Send Ethics Form		Completed						
Chapter 1		Completed						
Chapter 2								
Chapter 3								
Proposal Defense				Completed				
Data Collection					Completed			
Chapter 4 – 5 (draft version)					Completed			
Chapter 1 – 5 (final draft)							Completed	
Final Project Presentation						Completed		
Final Submission								Completed


#### SECTION B. ETHICS

Ethics form protocol number:- cBUS/PGT/CP/03807


**SECTION C. RECORD OF MEETINGS**

The expectation is that students will meet their supervisors up to seven times and these meetings should be recorded.


**Meeting 1**

Date of Meeting	12/09/2018
Progress Made	Discuss the thesis title and meeting schedule
Agreed Action	Topic finalization
Student Signature	Arsal Rizvi
Supervisor's Signature	


**Meeting 2**

Date of Meeting	19/09/2018
Progress Made	Confirm the dissertation title and Research objectives
Agreed Action	Minor changes in chapter two and theory used
Student Signature	Arsal Rizvi
Supervisor's Signature	


**Meeting 3**

Date of Meeting	28/09/2018
Progress Made	Discuss content of chapter 3 and also discuss how to fill ethics form
Agreed Action	Minor tweaks and amendments in chapter 3, change of data analysis
Student Signature	Arsal Rizvi
Supervisor's Signature	


**Meeting 4**

Date of Meeting	08/10/2018
Progress Made	Discussed the changes made and discussed about smart pls
Agreed Action	Verified the changes and Learn how to use smart pls and minor change in ethics form for resubmission
Student Signature	Arsal Rizvi
Supervisor's Signature	

**Meeting 5**


Date of Meeting	17/10/2018
Progress Made	Discussed the questionnaire and proposal defence slides
Agreed Action	Finalize the questionnaire and Minor changes for proposal defence slides
Student Signature	Arsal Rizvi
Supervisor's Signature	

**Meeting 6**


Date of Meeting	29/10/2018
Progress Made	Discussed sample pilot test
Agreed Action	Verified data of sample pilot test and adding up some questions in questionnaire
Student Signature	Arsal Rizvi
Supervisor's Signature	




**Meeting 7**

Date of Meeting	10/11/2018
Progress Made	Discussed about proposal defence and questionnaire
Agreed Action	Questionnaire sent for data collection and analysis using smart pls
Student Signature	Arsal Rizvi
Supervisor's Signature	

**Meeting 8**

Date of Meeting	27/11/2018
Progress Made	Discussed final results of data collected and EC7 form
Agreed Action	Verified the results of data collected and submission of EC7 form
Student Signature	Arsal Rizvi
Supervisor's Signature	

**Meeting 9**

Date of Meeting	10/12/2018
Progress Made	Discussed the completion of all chapters
Agreed Action	Reviewed the final file. Suggested making some changes and then submit the final research.
Student Signature	Arsal Rizvi
Supervisor's Signature	

**Meeting 10**

Date of Meeting	
Progress Made	
Agreed Action	
Student Signature	
Supervisor's Signature	

**Section D. Comments on Management of Project**

(to be completed at the end of the dissertation process)

Student Comments

It's been a very great and challenging experience. I would like to thank my supervisor for guiding me and helping me every time when I needed her guidance.

Supervisor Comments

Student have already go through proposal defense and viva process. Thesis is ready for submission after amendment as recommended by examiner.

Signature of Student	Arsal Rizvi	Date 13/12/18
Signature of Supervisor	Dr. Abidah Binti Saad	Date 13/12/18
Ethics Confirmed	1/11/18	Date valid till 15/11/18

## Appendix 6 – Similarity Index

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