

**Impact of Leadership Style on Motivational Level among Employees with  
Multi-ethnic Working Environment**

**Supervised By:**

**Dr. Chris Wilbert**

**Dr.Diane Keeble-Ramsay**

A Thesis in Partial Fulfilment of the  
Requirements of Anglia Ruskin University for the Degree of Doctor of

Submitted: 31/08/2017

## Declaration

“Attention is drawn to the fact that copyright of this dissertation rests with:

Anglia Ruskin University for one year and thereafter with Shadi AL-ANSARI.

This copy of the dissertation has been supplied on condition that anyone who consults it is bound by copyright”.

“This work may:

- (i) be made available for consultation within Anglia Ruskin University Library, or
- (ii) be lent to other libraries for the purpose of consultations or may be photocopied for such purposes”.

-----  
-----

Name

Signature

Date

Certified by:

-----  
-----

(Supervisor)

Signature

Date

-----  
-----

(Dean)

Signature

Date



## **Dedication**

This work is dedicated to my parents and teachers,

Who are blessings for me.

## **Acknowledgement**

I give thanks to the Almighty GOD for the precious life, wisdom, guidance and strength granted me to enable me write this thesis.

I would also like to thank to my supervisor, who was very patient with me throughout this work. Who guided and encouraged me to complete this thesis. I will forever be grateful for your very constructive criticism and encouragement.

To my parents and family for their love and moral support that has brought me this far.

I would also like to thank to my work mates for their support.

I also pay gratitude to the managers and staff of Saudi Airlines and British Airways for their support and participation.

And anybody who in diverse ways helped me out with this thesis, GOD Bless you all.

## ABSTRACT

**The emerging concept of globalization has influenced the business activities of the organizations across the world.** At one hand the concept of globalization has created vast opportunities for the businesses to expand beyond their traditional national boundaries, but at the other hand it has also created challenges for management of organizations. Management of workforce diversity is among the most critical challenges. Leaders have to face such challenges in organizations having diverse workforce from different cultural and ethnic backgrounds. Leaders influence their subordinates through different leadership practices and strategies. The main aim of leaders is to motivate employees so that they can work best in the interest of leaders which in turn will fulfil the objectives of organization. This study is aimed to explore the impact of leadership on motivation of employees in multiethnic working environment.

For this purpose, data from two airline companies is collected to explore the impact of leadership. A questionnaire has been designed for the collection of data having two parts; one consisting of questions asked from employees and the second part consisted of interview questions asked from managerial staff of organizations. The data collected is analysed by applying Structural Equation Modelling Approach using AMOS and SPSS. Moreover, cultural differences and leadership practices of British Airways and Saudi Airlines have also been studied. The findings of the study reveal that leadership has a great influence on motivational level of employees in multiethnic working environment. **Leaders, understanding the need of change in leadership practices and styles according to the requirements of work environment diversity, adopt leadership practices that can align with the values and expectations of multiethnic workforce, hence influence positively on motivational level of employees.** While organizations in which there is a rigid culture of leadership and does not change accordingly, put a negative influence on the motivational level of multiethnic workforce.

**Keywords:**

## Table of Contents

	Pages
<b>Chapter One</b>	
1.1 Introduction	10
1.2 Broad Problem Area	11
1.3 Problem's Statement	12
1.4 Study motivation	12
1.5 Study Rationale	12
1.6 Study Question	13
1.7 Aim & Objectives	14
1.8 Proposed Model of Study	14
1.9 Structural Explanation	15
<b>Chapter Two</b>	
2.1 Introduction	27
2.2 Theoretical framework	28
2.3 Cross Cultural Dynamics within Organisational Perspective	29
2.4 Changing Landscape of HRM Practices in Cross Cultural Business Environment	31
2.5 Role of Leadership in Dealing Cross Cultural Dynamics	33
2.6 Cultural Specific Traits in Context of British Airways	38
2.7 Cultural Specific Traits in the Context of Saudi Arabian Airways	40
2.8 Comparative Study of Cultural Specific Traits for both the Organisations	42
2.9 Hofstede's Cultural Dimensions: A Key for Organizations to Adopt Leadership Strategies Accordingly	44
2.10 Influence of Cultural Trait Based Leadership Style on Employee's Motivational Level	45
<b>Chapter Three</b>	
3.1 Introduction	54
3.2 Leadership	55

3.3	Why Leadership Is Important?	61
3.4	Leadership and People Management	63
3.5	The Leader as Relationship Builder	65
3.6	Leadership Communication	70
3.7	Leading Teams	72
3.8	Leadership in Saudi Airlines	74
3.9	Leadership in British Airways	77
3.10	Leadership in Saudi Airlines VS. Leadership in British Airways	81
3.11	Leadership Approaches	83
3.12	Contingency Leadership	85
3.13	Culture & Leadership	89
3.14	Business Culture in the Middle East	91
3.15	Business Culture in Europe	92
3.16	Business Culture in UK VS. In Saudi Arabia	94
<b>Chapter Four</b>		
4.0	Introduction	98
4.1	The Study Design	99
4.2	Research Philosophies	101
4.3	Research Paradigms	102
4.4	Research Approaches	104
4.5	Qualitative and Quantitative Research Method	105
4.6	Research Questions	106
4.7	Aim & Objectives	107
4.8	Hypotheses	108
4.9	Data Collection Methods	110
4.10	Sample Size and Sampling Technique	114
4.11	Analysis Techniques	115
4.12	Research Limitations	116
4.13	Validity and Reliability of the Research Instruments	117
4.14	Conceptual Framework	118
<b>Chapter Five</b>		
5.1	Introduction	122

5.2	Empirical Testing	123
5.2.1	Data Organization	123
5.2.2	Reliability	124
5.2.3	Descriptive Statistics	124
5.2.4	Factor Analysis	126
5.2.5	Confirmatory Factor Analysis	128
5.2.6	Proposed Structure Model	130
5.3	Results	132
	<b>Chapter Six</b>	
6.1	Discussion and Findings	140
6.2	Conclusion	147
	References	158

## List of Figures

Figure 1	Proposed Model of Study	14
Figure 2	Study Designs	99
Figure 3	Conceptual Framework	120
Figure 4	Conformity factor analysis for HR_Practices	129
Figure 5	Confirmatory factor analysis for Modified_HRPractices	130
Figure 6	Proposed Structure Model	131
Figure 7	Estimated Structure Model	133

## List of Tables

Table 1	Case Processing Summary	126
Table 2	Reliability Statistics	126
Table 3	Descriptive Statistics of Ethnicity	127
Table 4	Frequency distribution of degree of respondents	127
Table 5	Frequency distribution of experience of respondents	127
Table 6	Frequency distribution of marital status of respondents	127
Table 7	Frequency distribution of Nature of Human Resource	128
Table 8	Global Human Resource	128
Table 9	Attitude of HR	129
Table 10	Success of managing employees	129
Table 11	Cultural diversity management	129
Table 12	Treating People	130
Table 13	Integrating Competences	130
Table 14	Change in Leadership	130
Table 15	Relation with Employees	131
Table 16	Goal Achievement	131
Table 17	Component Matrix	132
Table 18	Constructs	134
Table 19	Regression Weights measured from Structure Model	139
Table 20	CMIN	140
Table 21	RMR, GFI	141
Table 22	RMSEA	141
Table 23	AIC	142

# Chapter One

**Current chapter is the introductory chapter of current study. It contributes in advancing the accomplishment of aim of current research by indicating the key problem area, a problem statement, the research questions, the framework and most importantly the structure of whole study that how gradually it moves towards its goal achievement.**

## 1.1 Introduction

**Stakeholders' prosperity and peace of mind is associated with the employees' motivation that leads them to work properly in the best interest of organization. Although such motivation comes through effective leadership, thus organizations must be focused on their leadership practices.** The demonstration of leadership is as old as humankind. The writing on leadership is vast; still an extraordinary arrangement has been composed on this subject in the last quarter of century. Ogbonna and Harris (2011), McColl-Kennedy and Anderson (2002), Bryant (2003), Vera and Crossan (2004), Eagly and Schmidt (2003) have investigated, clarified and explored leadership, different styles of leadership and their impact on different organizational activities, which are discussed later in this chapter.

**The need of leaders and the idea of leadership have gain much importance in business world across the globe.** The idea of leadership was discussed by Drucker (1955) who stated that leadership is a proportional relationship between the individuals who lead and those who choose to take after. Leadership is not something you do to individuals. It's something you do with individuals; leadership has been seen as a mind boggling and dynamic procedure, which can be characterized in a wide range of ways. Leadership has been a subject of disarray, irritation and befuddlement for the individuals who might like to utilize or get it (Naile and Selesho, 2014). Leadership is a subtle idea, so there are numerous meanings of leadership and numerous approaches to see leadership and its effects.

Leadership directly impacts the motivation of employees (Khuong and Hoang, 2015). An average meaning of motivation is derived from the word 'motivate' (Manzoor,

2012). Depicted as to supply an intention to, be the thought process of cause (Individual) to act especially; animate enthusiasm of (Person in examining and so forth); thus inspiration. An "intention" is worried with tending to start development' or worry with developments or 'what it prompts an individual to act'. This is basically the route in which leadership and behavioural researcher characterize the term (Khuong and Hoang, 2015).

In today's focused working environment, leaders ought to prepare themselves with leadership understanding and worker practices learning in light of some after reasons (Yukl, 2010). Working together in an aggressive situation, paying little mind to the field of creation or leadership, oblige leaders to have a clear vision and bearing to keep up and build up the organization. To achieve business accomplishment in terms of goal achievement which is the core purpose and core responsibility of leaders, there are a few key variables, for example, leadership aptitudes, environment sways and the most imperative component are management of human capital of organization (Boxall and Purcell, 2003).

Forson (2012) states that in the present business environment, associations in all commercial ventures are encountering a fast change, which is quickening at a colossal pace, thus learning and implementing leadership practices are extremely helpful for bringing organizational change in order to cope with the demands of era. Brooks et al (2004) state that leaders are to be sure important on the grounds that they will make values for firms, thus businesses have to understand that the increasing diversity of workforce should be effectively managed to the survival of organization, thus the need for good leadership increases in multinational organizations.

Thus leaders and their leadership styles play an important role in the success or failure of business. Hence in a similar context current study wants to explore the answer for a particular proposed statement; "Impact of Leadership Style on Motivational Level among Employees with Multi-ethnic Working Environment". As world has become a global village thus employees are also not bound to their national boundaries, rather they work in different countries to have better wages due to which most of the multinational or even national organizations are populated with multi ethnic

workforces. Thus current study wants to explore how different leadership styles can play positive or negative roles while leading multi ethnic workforces.

## **1.2 Broad Problem Area**

Due to the emergence of globalization companies are trying to expand their businesses beyond their traditional national geographical boundaries. Thus varying global requirements of markets have also changed the business operations and functions hence changing the requirements of human resource practices as well (Belobaba et al, 2009). These changes in business operations as well as business practices have created lots of challenges for the management of organizations. Among all other challenges, the most alarming challenge is the management of multi ethnic workforce. Multinational organizations mostly contain multi ethnic workforces these days, thus traditional leadership practices and any single particular leadership style cannot be implemented for the effective management of employees as well as the achievement of desired goals. Varying business operations and multi ethnic workforces require different leadership styles because leadership impacts the motivational level of employees and any particular style need not to be successful in every situation and with each type of employees in multiethnic workforce (House et al, 2002). Hence current study is exploring the impact of different leadership styles on motivational level of employees in multiethnic work environments so that it could be understood that how leaders can manage multi ethnic workforces in global business world.

## **1.3 Problem's Statement**

Any particular leadership style cannot be implemented and effective in every situation or every environment, so there is a need to investigate the changes in leadership style with a change in working environment and to investigate the impact of such changes on motivational level of employees with multi-ethnic working environment. The issue of interest is to know whether leaders adopt new leadership styles while moving into international markets. If yes, then what will be the impact of varying leadership styles on employees' motivation working in multi ethnic working environments?

## **1.4 Study Motivation**

Recent era of globalization and high competitiveness, requires organizations to be highly focused on employee retention challenges, regardless of organization's size, technological advancements and developments in industry (Brewster et al, 2005). Today lots of businesses are facing employee retention challenges due to the changing requirements of business activities (Manzoor, 2012). Thus almost all businesses, having multi-ethnic teams of employees require leadership as an essential part of the organization, because leadership facilitates managers to have an impact on employees' attitudes and behaviours in the organizations (Caligiuri and Tarique, 2012). Especially organizations having multiethnic groups may face critical challenges related to the behaviours of employees, thus leadership can mitigate such challenges if practiced effectively (Naile and Selesho, 2014).

Thus this changing landscape of business practices has changed the demands of leadership practices as well (Gill, 2003). Previous studies like Brewster et al (2005), Manzoor (2012), Caligiuri and Tarique (2012), Naile and Selesho (2014), Gill (2003) have identified the role and need of leadership to mitigate the challenges of multi ethnic work groups but such studies have not highlighted the impact of different leadership styles on motivation level of multi ethnic work groups. Thus current study aims to fill this gap. The basic motivation behind this study is to explore the impact of leadership practices in this emerging business world. Globalised businesses have diverse workforces having multi ethnic employees, thus leadership may have different roles to manage this diversity, because leadership impacts directly to the motivational level of employees. Thus this study is motivated to explore whether different leadership styles may impact differently on motivational level of employees in multi ethnic work forces.

## **1.5 Study Rationale**

This study will contribute significantly, academically and practically in management field by highlighting the impact of leadership styles in multi ethnic work forces of two airline companies because both companies contain multi ethnic work forces and face problems while managing multi-ethnic work force. Academically, it will open new doors for researchers to explore the impact of various leadership styles on motivation

level of multi ethnic work forces, while practically it will help leaders to understand the role of their leadership styles and practices in motivating their diverse work forces. In fact due to the emergence of globalization the traditional leadership practices are no more effective enough to manage diversity (Day, 2001). Thus there is a strong need for leaders to develop understanding and deep knowledge of diversities in cultural specific values, norms and expectations of employees (Hummel, 2012). This study will highlight key practices and relationships between leadership styles and their impact on employee motivation which in turn affects the organizational performance in airline industry. Researchers as well as leaders will be able to understand that how they could be able to manage the diverse work forces in airline industry. Study will contribute significantly for airline organizations; which will be able to understand the key requirements for managing multiethnic workforces. It highlights the key aspects in which changes are required to be implemented in the organization in order to manage the diverse workforce belonging to different countries of the world. The study of two international airlines, their business cultures and the comparison of business cultures of Europe and Middle East will highlight the key facts about the business culture differences in different regions of the world. Such comparison may be beneficial for companies operating or planning to operate in those regions. The leadership practices discussed in the study will contribute well in creating the understanding of different styles of leaderships that can be implemented in airline companies to handle the diverse workforces.

## **1.6 Study Questions**

Although the role and need for leadership, to cope with the challenges of multi ethnic work force, has been identified by previous studies like Brewster et al (2005), Manzoor (2012), Caligiuri and Tarique (2012), Naile and Selesho (2014), Gill (2003), but there is no evidence that various leadership styles may have an impact on motivation level as well as performance of employees in multi ethnic work forces.

In order to fill this gap of literature, following are the questions of interest that this study aims to explore:

1. Do different leadership styles have different effects on the performance of multi ethnic work force of British Airways and Saudi Airlines?
2. Has globalization changed the leadership style of leaders in multinational corporations?
3. Does change in leadership styles have significant effect on multi ethnic workforce?

### **1.7 Proposed Model of Study**

Based on the proposed questions of interest and the proxies used for variables, identified from literature, following model shows that HR practices, modified HR practices and employee relations cause changes in leadership which further influence goal achievement of the organization. Such relationships have not been identified and investigated previously, therefore following model is proposed for current research:



Figure1: Proposed Model of Study

Current study want to explore the impact of change in leadership on motivation of employees as indicated in the above proposed model of study. According to Manzoor (2012) if leaders are successful in motivating employees, their success is reflected by their goal achievement. Goal Achievement is used as a proxy for Employee motivation, as Binfore, et. al, (2013) and Forson (2012) indicate that employee motivation is depicted in the achievement of desired goals of leaders. Thus hypothesis is proposed to measure goal achievement in order to examine the employee motivation, so goal achievement is used as a dimension of employee motivation. Hence according to the proposed model independent variables are HR practices, Modified HR Practices (Modified according to global business requirements in the presence of diverse multiethnic workforce) and Employee relations, which affect the change in leadership, which in turn impacts the goal achievement. This indicates that leadership is a mediating variable in the model, while employee relationships are also affecting directly the goal achievement. All these relationships among variables are developed by reviewing the previous literature which is illustrated in next chapter. Chapter two illustrates the relationship among all the variables and their relationships proposed by the model of study.

### **1.8 Structural Explanation**

Thus current study is consisted of five chapters including; chapter one is the introductory chapter, chapter 2 is based on literature review of previous studies, chapter 3 is based on some illustrations of related concepts including the leadership of two airline companies and highlighting the business culture of British Airways and Saudi Airlines, chapter four is the methodology used by the study and in last chapter five incorporates the empirical results, findings and conclusion.

Chapter one will highlight the study motivation, study rationale, questions of interest, hypothesis and the proposed model of the study. In current era of globalization and highly changing business operations, leadership is also required to have certain changes in its practices and styles, thus chapter one highlights the key framework of the study in order to explore the impact of changes in leadership on the motivation of employees.

Chapter two highlights the theoretical framework for this research work which reflects a competent framework for the purpose of accomplishing the entire research process in

the most effective manner and elaborates a structural approach for accomplishing different research objectives effectively. In this chapter, literature review of previous studies is included to highlight the particular issues related to the particular study. On this basis, in depth and conceptual framework is formed to highlight the relations between different key variables of the study as well as to highlight the effect of cultural trait based leadership style on the employee's motivational level. This chapter also highlights that last two decades of emerging globalization have motivated lots of discussions and researches to explore the cross-cultural dynamics of organizations and HRM. Becker and Huselid (2006) have explored that in recent globalized business world, cross-cultural dynamics is the main issue confronted by business organizations. Cultural dimensions rely on value systems that are said to affect 'human thinking'. Culture is consequently presented as consisting of values, organised into systems or dimensions. In this regard, Hofstede's definition of culture presents 'traditional' (i.e. historically derived and selected) ideas and especially their attached values as 'the essential core of culture' (Manzoor, 2012). Liu, et.al, (2007) have highlighted that cross cultural diversity simply refers to the scenario in which, the management of the organisation is required to face some of the critical issues due to the presence of more than one culture at the workplace. In conditions of cultural diversity within the organization, there are a number of different HRM related issues which can emerge within the organization. In this context, first and foremost issues the employee motivations. According to Hummel (2012), the economic development of a business depends on its ability to be successful in international markets, as international markets are surrounded by cultural dynamics. Culture, having a bunch of definitions, may be defined as the collective experiences of individuals as a single social setting having an impact on individuals' reactions, attitudes, behaviours and decision making in everyday lives.

As globalisation has expanded the scope and dimensions of the business practices undertaken by an international business organisation, it has become quite crucial for the organisation to align its different core management related functions including management of human resources (HRM). As the human resource of the organisation is the asset (Gabcanova, 2011), which gets affected quite significantly due to change in the organisational culture, so there is a need of making some intensive and strategic

steps for the purpose of managing human resources in cross cultural environments (Choi and Ruona, 2010). Sirkin, et.al, (2008) illustrate that in highly globalised business world not only business operations but also HRM practices are considered to be an essential part of business success or failure, especially in international markets. Thus it has become crucial for businesses to adopt international human resource practices, which incorporates the existing HRM practices with modifications in terms of global perspective. IHRM induce the management to be quite attentive towards resolution of global workforce related problems. In relation to this, all the HR related practices such as recruitment, selection, training and development have been started to be undertaken from the perspective of IHRM (Sirkin, et. al, 2008). Savaneviciene and Kersiene (2015) investigated varying concepts of HRM that are transformed in multinational corporations (MNCs) to balance between integration and differentiation. The study illustrates that the implications of HRM practices as well as its assumptions has transformed and the new field of IHRM (international human resource management) is emerging to find a single set of most suitable practices.

Next role of leadership is highlighted in order to deal cross cultural dynamics like Wit and Meyer (2010) illustrate that leadership plays a vital role in the disposition of organisation. As leadership is the art of guiding and motivating people for the purpose of accomplishing some crucial task, it becomes vital for the organisation to have some good and positive leadership skills that are quite capable of motivating and driving all of its employees towards achieving some integrated goals and objectives.

The role of leadership in mitigating problems related with cross cultural diversity within a business organisation is critically assessed by Wright, et. al, (2001). In their views to motivate employees to work in a tough and dynamic organisational culture, a leader pursues a crucial and vital role. Working in a cross cultured business environment and dealing with complications due to cultural differences sometimes proves quite difficult for employees and this difficulty directly reflects in their operational efficiency. There are a number of different problems related with compatibility and conflict handling, which are frequently faced by employees in a cross cultural environment. Chuang (2013) also argues that although global markets have enhanced opportunities for international organizations but leadership effectiveness has become a major challenge for them. Despite all other issues faced by such businesses in international markets, the

effectiveness of global leadership and management of diverse workforce has become vital in emerging globalised business world.

Chapter 2 also highlights the cultural specific traits in context of British Airways and Saudi Arabian Airways, also making a comparison of both companies' cultural traits. Hofstede's cultural dimensions are also discussed as a key for organizations in order to adopt leadership strategies accordingly. Chapter 2 also illustrates the influence of cultural trait based leadership styles on employee's motivational level. Employees are a backbone for any organization, and organizations are aimed to get the best and the most from their employees. For this purpose, employees are always kept motivated to deliver their best but certain motivational problems arise when people from different cultures come with different beliefs, values, norms and expectations, and dissatisfied due to the cultural barriers. Thus a strong need for effective leadership arises here (Forson, 2012). Hatcher (2002) has explored that the cultural background and scenario has a vital role to play in designing the leadership style, which can contribute in generating effective results. Because the workforce of companies in different cultures has different requirements and essentialities that are to be catered by the company in order to positively motivate them to work effectively. The company needs to understand the cultural requirements, which will ultimately help in maintaining a high level of work efficiency and producing better result for the company.

Moreover, Arslan and Staub (2013) argue that the role of leadership is vitally important for the improved performance of organization, which in turn is directly related to the motivation level of employees. While employees motivational level relies on their satisfaction in terms of very few or even no cultural differences between organizational practices and employees norms and beliefs. If there would be no cultural hurdle for employees, it will create a sense of belongingness towards employees and they will be highly motivated for their tasks. Thus it depends on the leaders that how much they understand the host culture and how much they get involved the employees in order to keep their motivation high. Rothacker and Hauer (2013) recommend that leaders should keep tracking and identifying the key behaviours that can motivate employees in multinational teams and should treat employees as individuals not as a member of particular cultural setting. Moreover they argue that leaders should adjust their behaviours according to the needs and expectations of subordinates.

Chapter 3 illustrates that it has become common for leaders to serve for organizations having operations in international markets. Traditional leadership practices have also changed accordingly and leaders cannot survive unless they realize these changes roles and adopt them accordingly (Gill, 2003). Effective leadership requires more than the traditional practices in its own cultural dimensions, thus leaders are required to be capable of working in unknown cultures and situations in which their traditional leadership skills associated with their own culture can no more be effective. Such traditional leadership practices and skills may even be proved as counter-productive when practiced in new situations (Frost and Walker, 2007). This chapter highlights leadership, its roles, importance and approaches, also incorporating the leadership practices of British Airways and Saudi Airways. It also highlights the business cultures of Middle East and Europe in order to make a comparison of business culture differences in Saudi Arabia and UK. Chapter 3 describes that leadership is the capacity of an individual or association to "lead" or guide different people, groups, or whole associations (Aslani, et.al, 2013). Some styles of leadership are discussed as; Task oriented leadership is characterized as the extent to which a leader set their supporters parts, concentrates on objective accomplishment, what's more, builds up very much characterized examples of correspondence (Clutterbuck and Hirst, 2002). Relationship oriented leadership represents the extent to which a leader demonstrate his consideration and appreciation for their adherents, pays special mind to their welfare, and communicates thankfulness and support (Fry, 2003). Change oriented leadership is characterized as capacity to get acquainted with changes, rolling out improvements, and finding powerful specialized/techniques to speak individuals about the change (Hackman, 2002).

Participative Leadership included "dealing with the gatherings, affecting responsibility and congruity, and helping with strife and correspondence issues" (Judge, et. al, 2004). In term of appealing leadership or charismatic leadership, a leader/leader makes his/her devotees trust that their leader has uncommon leadership capacities. To be more particular, those leaders are "astoundingly expressive individuals, who utilize talk to convince, impact and activate others" (Kuppler, 2014). Autocratic leadership is exhibited as a controlling, order, or coercive leader, who from time to time takes choices basing on contribution from their subordinates (Lunenburg, 2011). Ethical leadership

is defined as "the exhibit of normatively proper behaviour through individual activities and interpersonal relationships, and the advancement of such lead to devotees through two ways correspondence, support, and basic leadership" (Little, 2011).

The special form of leadership discussed in the chapter 3 is cross cultural leadership. Cross cultural leadership is not associated with any particular leadership style or its even not a single specific style of leadership, rather it's the role of leadership in varying situations and cultures (Frost and Walker, 2007). Cross cultural leadership may have its relation with Hofstede's cultural dimensions which are guiding assumptions for leaders through which they can develop understanding of different cultures and can modify their leadership styles accordingly (Hofstede and Hofstede, 2005). Although Osland, et. al, (2006) provided a definition of cross cultural leadership as global leadership and state that global leadership is a phenomenon of manipulating the thoughts, behaviours and attitudes of individuals in a global community in order to work collectively and synergistically for a common vision and shared goal.

Saint, et al, (2010) state that the role of leadership is important in every business either it's profit oriented or a not for profit organization. Waldman and Casimir (2007) also illustrate the importance of leadership and state that leadership has different traits, each having different level of importance associated with them. Zimmermann, et al. (2008) further enhance the importance of leadership and argue that although leadership in any style and in any behaviour plays an important role in almost all organization settings but this importance even more increases in the particular organizational settings where culturally diverse work force is there. The role of leadership in managing people is highlighted in a way that Bush (2008) argue that leadership and management are quite different concepts, move different paths but at the end reaches to a single end; the ultimate goal of organization.

Goleman (2000) states that leaders' particular focus is on getting results, thus all leadership trainings and programs are designed to manage people and organizations in an effective manner to reach the results. All leadership styles consisting of different components of management and emotional intelligence are focused on the working environment of the organizations. Working environments are nothing but a system formed through the combination of practices and workforces. Thus the ultimate focus

of leadership is on managing the workforce of the organization in an intelligent manner. While Baldoni (2007) states that the most effective leadership skill is to build relationships, since the goals have to be achieved together than all should move together as well. Common goals cannot be achieved alone, thus the successful leaders are well aware about this fact and they focus on building strong relationships with their subordinates. Little (2011) emphasis that leaders who are relationship oriented do not focus on their power rather they give preference to individuals, their expectations and values. Halpern (2015) called such leaders the transformational leaders and argues that transformational leaders are the good relationship builders, because transformational leadership is mainly focused on implementing novel ideas, keeping flexibility in order to adopt new changes and continuous improvement in relationships with people surrounding them. Naile and Selesho (2014) state that the basic purpose of leadership is to motivate individuals so leaders should influence positively to keep the employees motivated and empowered. Leaders are not directly concerned with the assigned jobs and making people accountable to perform those jobs, rather they are focused to inject positive energy in processes through people. Thus they play their important role in motivating individuals and making them empowered (Edinger, 2014).

Hendricks (2014) states that transformational leaders not only build relations and motivate employees but they also empower employees by making them feel self-guided. Trust and business shrewdness are the cornerstone for building a work culture that not only form the work teams but also make them well informed, trained and decisive, that can be trusted by the organization. Such working environments are only created by leadership and among all transformational leaders are the most influential one in building such motivated and empowered teams. Vries, et. al, (2009) states that different leadership styles have different communication patterns like charismatic and relationship-oriented leadership are more communicative in contrast to task oriented leadership which is less communicative while communication style also affecting the knowledge sharing behaviours, performance, satisfaction and employee's organizational commitment. Leaders' communication style impacts the desired leadership goals and outcomes. Leaders who are good in communication with employees are successful in building good relations with employees thus able to get the desired outcomes through employees.

Neufeld, et. al, (2010) also illustrates that leadership communication has a direct relation with leader performance and leader performance is dependent on the performance of subordinates under his/her influence. It's the core responsibility of leaders to have effective communication skills so that they can contribute positively in organization performance. Thus leaders irrespective of their leadership style focus on their communication skills so that they can have better relations with their employees. Putnam and Nicotera (2009) state that organizations are based on theories and theories are based on communication. Thus communication is one of the most important components in the formation of any organization. Leaders are the cornerstone who performs the communication role effectively in organization.

Pentland (2012) states that leaders always try to have teams full of energy, innovation and shared commitment; as a whole a high performing aggregation of individuals, so that they can achieve in the best possible manner. But it's a fact that creativity may be already present in the team members but their energy and shared commitment solely depends on the skills of leaders that how they lead the team. Even the creativity may destroy in the presence of poor leading skills of leaders. Leaders are required to not only build most efficient teams but also lead them well. In the presence of diverse team members these skills become even more critical and sometimes challenging for leaders. Thus in international organizations leaders are more committed towards their leadership skills. Malhotra, et. al, (2007) state that dispersed and diverse teams impose challenges for leaders and makes team leading even more difficult. But leaders can successfully lead such teams by establishing and building trust through effective communication skills, ensuring that diversity is good for organization, managing work life cycles, monitoring team performance at best times, enhancing the participation of all team members within the team and in the overall organization and enabling members to get benefits from team working. Leaders leading through these practices may be the best leaders in achieving the desired outcomes. Such leaders can make the diversity as a positive factor of team performance and success.

Oleary, et. al, (2011) further enhance the idea of leading teams in organizations having multiple team membership and state that most of the time in recent scenario, organizations incorporate multiple team members while designing teams in order to boost individual as well as team efficiency and learning, but this arrangement increases

the pressure on leaders and they are required to have even more efficient skills to lead teams. Leaders can balance the number and diversity of team members by efficiently leading teams to enhance the productivity of team and organization. This chapter also highlights the leadership practices in British Airways and Saudi Airways. According to Aldharrab, et. al, (2013) Saudi Airlines have centralized organizational structure thus all decision making is done at top level. **Almutairi (2013) states that like all other business organizations, in Saudi Airlines the leadership style of organizational leaders has a direct influence on organizational commitment of employees. But unfortunately, the company is showing high employee turnover rate, which is the sign of low organizational commitment from employees. Thus, it means Saudi Airline leaders are not successful in creating employee commitment towards organization and are negatively impacting the organizational commitment of the company staff. This relationship and high turnover rate clearly depicts the lack of leadership in Saudi Airlines.** While according to Steps (2014) British Airways considers leadership behaviours as a key driver for success, thus the organization have developed different leadership capabilities which are included in the management performance process and managers are required performing accordingly; measuring their performance in comparison to the capabilities. British Airways has implemented change management, leadership transformation and cultural transformation through different change and training programs. Thus both organizations are quite different in their organizational structure, decision making, change management, cultural transformation and leadership transformation.

Chapter 3 also includes different leadership approaches like autocratic leadership, bureaucratic leadership, charismatic leadership, laissez faire leadership and transactional leadership; each leadership approach having its own assumptions about subordinate leader relations. Chapter 3 also highlights the detail of contingency leadership which is based on the idea that there is not a single universal best way to organize and lead the organization and any organizational or leadership style best suitable in one situation may not necessarily be successful and effective in other situation. Contingency leadership is not based on any single theory rather it's a complete class of behavioural theories of leadership (House, et. al, 2002). According to Yukl (2002) the five contingency theories in leadership are as follows: Fielder's Least

Preferred Co-Worker (LPC) Theory, Evan's Path Goal Theory, Kerr and Jermier's Leadership Substitutes Theory and Fielder Et Al's Cognitive Resource Theory. Chapter further highlights the relationship between culture and leadership indicating that Hatcher (2002) state that that the most important factor for a winning business strategy is the deep knowledge and understanding of foreign cultures. With the emerging concept of globalization and the advancements of business operations of companies towards international markets, the role of culture in business activities has been increased dramatically. It is argued that there is strong need for understanding the role of culture in organizations and their leadership practices. Leaders cannot implement their standard strategies in different cultures rather they are required to make changes accordingly. As leaders have to interact directly with the subordinates thus in the presence of diverse workforce, leaders should understand the cultural differences and gain knowledge about different cultures in order to lead the teams effectively.

Schein (1985 in Kuppler 2014), states that "culture" is not just an emerging concept rather it's an important factor effecting the behaviours of individuals. Kuppler (2014) argues that employee's behaviours are not driven by their personalities but through their cultural values and practices. Most of the time the word 'culture' is misused and people perceive it just as a surface phenomenon, rather they should be able to understand that culture is the core; people live in culture, display their culture and always driven by their culture. He continues that just like every organization has its own specific culture that employees have to adopt, employees are also belonged to their specific cultures, especially in international organization. Thus leaders should be aware of this fact and should lead the subordinates accordingly. Earl (2003) states that Hofstede's cultural dimensions are best for leaders in order to understand different cultures in the world, thus leaders should create cultural knowledge through Hofstede's cultural dimensions before leading diverse work teams of multinational organizations. Earl (2003) further argue that leaders cannot ignore the effect of culture on their working teams and should implement leadership strategies keeping this fact in mind, otherwise getting fail in achievement of desired results. Leaders should respect employees' cultural values, norms and their expectations in order to make strong and deep relations with them.

Chapter 3 also incorporates the business culture in the Middle East and Europe in order to compare the business culture in Saudi Arabia and UK. Different studies like Vollmer

(2015), Aldharab, et. al, (2013), Almutairi (2013), Alkhatib (2013), Rath (2012), Drabble (2013), Steps (2014), Calder (2012), Rickard (2013) and Agbanrin (2014) indicate that huge differences prevail in business cultures of UK and Saudi Arabia like; their working days, punctuality preferences, time management, patterns of meetings, corporate leadership practices and most importantly decision making.

Chapter four is consisted of the research methodology used to find the impact of leadership style on motivational level of employees having multi ethnic working environment. The research methodology is a significant phase of the research study with the underlying logic of using them in the research (Piepenburg, 2011).

Descriptive or non-analytical study tries to depict the picture of what is happening in the population without quantifying the relationship, e.g. the occurrence, prevalence or experience of a group. Such studies include case reports, subjective studies, case series and overviews (cross sectional), which measure the recurrence of a few elements, hence measure the issue (Cooper and Schindler, 2006). An expository or analytical study endeavors to measure the relationship between two elements, that is, the impact of an intercession (I) on an outcome (O). To evaluate the impact we should know the rate of outcomes in an examination group and in addition the intercession or exposed gathering. Whether the researcher effectively changes a component or forces uses an intercession determines if the study is thought to be observational (latent contribution of analyst), or test (dynamic association of specialist) (Kasi, 2009). In Experimental designs, the analyst influences the exposure that is s/he assigns subjects to the intercession or presentation group. Experimental designs in research are just like experiments in other fields of science, i.e. subjects are allotted to more than one group to receive intercession or exposure, under cautiously controlled conditions. Such experiments controlled trials, especially if randomized, can possibly control for the greater part of the predispositions that can happen in experimental concentrates yet whether this really happens relies on upon the nature of the study configuration and implementation (Saunders, et. al, 2009).

In analytical observational studies, the analyst essentially measures the presentation or treatments of the gatherings. Investigative observational studies incorporate case control ponders, partner studies and some populace (cross-sectional) studies. These

studies all incorporate coordinated gatherings of subjects and evaluation of relationship amongst exposures and results (Sekaran and Bougie, 2010). Observational studies examine and record exposures, (for example, mediations or risk figures) and watch results as they happen. Such studies might be absolutely graphic or more scientific (Kasi, 2009).

Chapter 5 is the second last chapter of this dissertation which incorporates the empirical testing of hypothesis and its results. Empirical testing of hypothesis is done through SPSS and AMOS. Data collected through questionnaires and interviews is arranged into SPSS and estimation is done through AMOS. Items in the questionnaire are transformed into constructs/ components through factor analysis and then verified by applying measurement models through confirmatory factor analysis. Structured model is proposed for the proposed relations of the variables and then estimated through AMOS. Results are discussed and decisions are made on the basis of estimated results.

Chapter 6 is the last chapter of current dissertation which incorporates the overall discussion of the current study. In the end, the chapter incorporates the conclusion of the study and provides recommendations and future implications.

## **1.9 Aim & Objectives**

This study aims to explore the impact of different leadership styles on motivational level of workforce having multi ethnic backgrounds. In a globalised and highly competitive world, organizations are facing diversity issues including leadership of multi-ethnic workforces, thus this study aims to identify the reasons for these issues by investigating the effect of changes in leadership styles and illustrating that which leadership style can play its positive role in multi ethnic environments. The aim of study is to explore the most suitable leadership style to handle work force diversity issues in airline industry. This study will contribute significantly in understanding the role of different leadership styles in order to cope with the issues of leading multi-ethnic workforce.

**Leadership plays a significant role in boosting employees' motivation but if it is practiced effectively and there is no defined rule to practice any specific leadership style in any specific situation. Thus, as organizations, their functions and practices**

are being changed by the changing requirements of markets and globalized business world, thus there is also a need to explore suitable leadership styles and practices to be implemented in these changing circumstances. Like other changings in organizations, the human resource of organizations is also changed as now organizations as well as countries are not bound by their physical boundaries. Organizations move beyond borders and countries allow different people to come for employment and contributing in their economy. Hence, organizations are incorporating heterogenous human resource consisting of employees from different cultural and social backgrounds, that cannot be dealt with predefined leadership styles being practiced in the organization. Rather leaders are required to understand the needs and requirements of multi-ethnic workforces and then adopting leadership styles that can best cope with the varying requirements of multi ethnic workforce. So current study aims to find out some effective leadership styles that can best align with the requirements of multi ethnic workforces in the organization. Thus, it aims to compare different leadership styles and critically analyzing them to find out the best ones in organizations incorporating multi ethnic workforces.

Current chapter introduces the core purpose of this research. It illustrates a brief introduction of the key area of interest of this study. It also highlights the broad problem area and provides a problem statement that needs to be investigated. It also illustrates the motivation for conducting such research, its contribution in literature as well as in practice, and major research questions that will lead towards finding out the required answers. It also illustrates the aims and objectives for conducting current research. Current chapter also provides the structural explanation of the whole study that how it will move step by step to investigate the core issue.

## **Chapter 2: Culture**

**Current chapter contributes in advancing the accomplishment of aim of exploring the impact of leadership style on motivational level among employees with multi-ethnic working environment by providing a descriptive analysis of previous literature. It illustrates cross cultural dynamics with organizational perspectives, changing landscape of HRM practices in cross cultural business environment, role of leadership in dealing cross cultural dynamics, Hofstede's cultural dimensions, influence of cultural trait-based leadership on employee motivational level, cultural specific traits in two international airlines and a comparative study of both airlines. Through such descriptive analysis it contributes in describing the proposed hypothesis of study.**

### **2.1 Introduction**

Today lots of businesses are facing employee retention challenges due to the emergence of globalization and high competitiveness. Due to a shift in business activities, businesses have to face such challenges regardless of their organization's size, technological advancement and industrial developments (Manzoor, 2012). Thus almost all businesses, having multi ethnic workforce require leadership as an essential part of the organization, because leadership facilitates managers to have an impact on employees' attitudes and behaviours in the organizations. Especially organizations having multi-ethnic groups; consisting of employees belonging to different countries, may face critical challenges related to the behaviours of employees, thus leadership can mitigate such challenges if practiced effectively (Naile and Selesho, 2014). The emerging concept of global village has also altered the HRM practices in organizations across the world. Globalised businesses have changed the ways HR managers and leaders deal with their employees, because in recent scenario of emerging business world, there is a strong need of intermingled practices to motivate employees and to handle workforce diversity issues. Globalised businesses have multi-ethnic human resources that are although an asset for the company but also come with huge challenges due to their different country backgrounds (Phatak, et. al, 2005). In this context, the literature review is aimed to find out some crucial secondary information regarding the consequences of cultural diversity on HRM related practices within the existing

business environment. With the help of this secondary information, a competent base for answering the research question: ‘To what extent, does the leadership style influence the motivation level of employees in the multi-cultural environment?’ can be prepared in the most effective manner. For this purpose, many previous studies and their findings are explored to find whether there is a significant relationship between employee motivation and leadership specially in multi ethnic business environments, and if there is significant evidence for the existence of such relationship than how leadership plays its role in affecting the motivation level of employees in multi-cultural and multinational organizations. Two particular organizations, Saudi Airlines and British Airways are studied in the context of cultural differences and the impact of such cultural traits on the human resource activities of these organizations. This chapter will illustrate the impact of leadership on employee’s motivation in the light of previous studies.

## **2.2 Theoretical framework:**

The theoretical framework for this research work reflects a competent framework for the purpose of accomplishing the entire research process in the most effective manner and elaborates a structural approach for accomplishing different research objectives effectively. The different objectives of the literature review are presented as follows:

- Disposition of dynamics of cross cultural business environment is intended to reveal that organisational perspectives related to multi ethnic workforce from different countries can be identified.
- Along with this, for reflecting the real-life implications of the concept of multi-ethnic workforce in globalised business environment, theoretical study of two prominent organisations operating within global Airline industry is intended to be considered. In this context, two case organisations taken in the literature review are British Airways and Saudi Arabian Airlines.
- Literature review of previous studies is included to highlight the relationship among key variables of the study, e.g. leadership role, employee motivation, and multi-ethnic workforce.

On the basis of in-depth and conceptual comparison between practices of both airline companies, having multi ethnic workforces, the influence of changes in leadership style on the employee's motivational level can be revealed in the most effective manner.

### **2.3 Cross Cultural Dynamics within Organisational Perspective**

**Culture is defined as a form of collective basic norms erudite by a group as it solved its hitches of external adjustment and internal incorporation, which has functioned well enough to be considered effective and therefore to be educated to new followers as the correct way to observe, think and feel in association with those problems (Schein, 2010).**

Last two decades of emerging globalisation have motivated lots of discussions and researches like House et al (2002), Huo et al (2002) and Javidan et al (2006) to explore the cross-cultural dynamics of organizations and HRM. For example, Becker and Huselid (2006) have explored that in recent globalized business world, cross-cultural dynamics is the main issue confronted by business organisations. In direction to this, author has elaborated that for a business organisation, which has expanded its business operations at the international level, needs to face problems regarding the blend of different cultures at the workplace. In this context, the success of the organisation profoundly depends upon its capabilities to cope up with different problems related to cultural diversity.

In support of this, Guest (2011) has critically assessed the disposition of cross cultural diversity from the organisational perspective. In his views, diversity within practices and trends followed by employees under the influence of their differentiated cultural norms can be defined as cross cultural dynamics. When multinational organizations go to another country for undertaking its business activities, it becomes quite crucial for its management to focus upon maintaining coordination among different cultural aspects within the organisation so that the strategy of international business expansion can be successfully negotiated.

Cultural dimensions rely on value systems that are said to affect 'human thinking'. Culture is consequently presented as consisting of values, organised into systems or dimensions. In this regard, Hofstede's definition of culture presents 'traditional' (i.e. historically derived and selected) ideas and especially their attached values as 'the

essential core of culture' (Manzoor, 2012). Liu, et.al, (2007) have highlighted that cross cultural diversity simply refers to the scenario in which, the management of the organisation is required to face some of the critical issues due to the presence of more than one culture at the workplace. According to Gupta and Bhaskar (2016) in conditions of cultural diversity within the organisation, there are a number of different HRM related issues which can emerge within the organisation. In this context, first and foremost issues are the employee motivations. Cultural norms in which an employee works plays a significant role in the motivation level pursued by the employee. Positive and supportive organisational culture enhances the productivity and efficiency of the employee, while at the same time, different cultural norms reduces willingness and motivational level of the employee (Binfore et al, 2013).

In contrast to this, Huo, et.al, (2002) have elaborated some of the positive aspects of cross-cultural aspects within an organisation, emphasising that to be successful in global village, the businesses should efficiently understand the varying practices in different cultural settings. From this perspective, cross cultural business environment acts as crucial tools for the business organisations working in international markets. Due to cross cultural dynamics, an organisation can become quite compatible with some differentiated norms and cultural practices related within different business environments. Different organisations in the retail and food industry have examined the business environment and culture of the country before targeting the market due to the presence of language differences and other factors.

According to Hummel (2012), the economic development of a business depends on its ability to be successful in international markets, although international markets are surrounded by cultural dynamics. Culture, having a bunch of definitions, may be defined as the collective experiences of individuals as a single social setting having an impact on individuals' reactions, attitudes, behaviours and decision making in everyday lives. Each social setting has its own culture that also affects the ways of doing business in that particular culture or social setting. Thus, cultural values not only affect the practices of business operations but have a very strong effect on the beliefs and behaviours of individuals working as an employee of the organization. Businesses require handling such particular cultural practices through HR practices and effective leadership styles.

Business leaders need to overcome the challenges of geographical and cultural differences in order to build and lead responsive multi-cultural teams. Although technological and communication advancements have made it quite easier to make interactions with different cultural groups but still they have to face terrifying cultural obstructions that are a challenge for their leadership traits (Ipe, 2014).

## **2.4 Changing Landscape of HRM Practices in Cross Cultural Business Environment**

While describing the outlook and landscape of HRM in recent globalized business world, Michelle, et. al, (2009) have highlighted that along with many other business practices, HRM practices are one of the most affected part of businesses through multi-cultural business environments. As globalisation has expanded the scope and dimensions of the business practices undertaken by an international business organisation, it has become quite crucial for the organisation to align its different core management related functions including management of human resources (HRM). As the human resource of the organisation is the asset, which gets affected quite significantly due to change in the organisational culture, so there is a need of making some intensive and strategic steps for the purpose of managing human resources in cross cultural environments.

A similar finding is presented by Pudelko and Harzing (2007), who have also explained that the efficiency and output of employees is directly related with the culture in which, they are working. In multi-cultural organisation environments, employees feel difficulty in maintaining compatibility, which reflects in their performance. In this regard, it becomes crucial for organisations to align all the HRM related practices with the requirements of employees to get best from them. This has brought some intensive challenges with the existing disposition and nature of HRM; include flexible working hours, electronic record of attendance, and other such things, which help in bringing transparency in business operations, thus building trust and loyalty among employees.

Sirkin, et.al, (2008) illustrate that in highly globalised business world not only business operations but also HRM practices are considered to be an essential part of business

success or failure, especially in international markets. Thus it has become crucial for businesses to adopt international human resource practices, which incorporates the existing HRM practices with modifications in terms of global perspective. IHRM induce the management to be quite attentive towards resolution of global workforce related problems. In relation to this, all the HR related practices such as recruitment, selection, training and development have been started to be undertaken from the perspective of IHRM. The changing attitude of HR managers for the development of individuals within the globalised business environment is the principal postulate of IHRM in the existing business environment (Sirkin, et. al, 2008).

Brewster, et. al, (2005) have also argued quite critically that well expanded and globalised business practices of multinational business organisations have made it quite essential to face some critical issues related with multi-ethnic organisational culture. When the organisational culture becomes a blend of people from different ethnicity, the role and dimension of HRM practices become quite vital as human resource managers must consider the practices of cultural diversity management. Thus the HRM related practices of organisations have become quite diversified and specific from the context of business organisational practices. Disposition of HRM has been shifted from managing human resource to relating human resources together and integrate their competencies to achieve some intensive success in the existing globalised business world.

According to Anderson (2005) organisational training activities as a crucial aspect of successful HRM practices of an organisation, has also been changed quite intensively under the influence of globalised business environment. In multinational business organisations, training of multi-ethnicity and different languages has become one of the prime practices. Moreover, in order to mitigate the issues related with cultural differentiation, there are different HR related programs such as expatriate training and employee exchange programs have become quite common organisational practices undertaken within organisational settings at international level.

Draft (2010) states that recently the landscape and practices of HRM has been changed dramatically because it has become vital for HR managers and leaders to manage diversity emerged from globalised markets and incorporation of diverse workforce, so

businesses now mainly focus on the HRM practices of their organizations to manage it. In a similar context Tabrizi, et. al, (2012) highlights the influences of cross cultural diversities on global HRM practices and argues that no one can do the business successfully in international markets unless having sufficient knowledge of cross-cultural issues. Thus organizations should conduct surveys about that particular culture, its values and the lifestyles of individuals, because these are directly related to the employees of the organization belonging to that particular cultural setting, hence changing its HRM practices accordingly. Moreover Savaneviciene and Kersiene (2015) investigated varying concepts of HRM that are transformed in multinational corporations (MNCs) in order to balance between integration and differentiation. Authors illustrate that the implications of HRM practices as well as its assumptions has transformed and the new field of IHRM (international human resource management) is emerging in order to find a single set of most suitable practices.

Gupta and Bhaskar (2016) found that MNCs with an aim to set businesses in different cultural settings need not only the development of understanding of that particular culture but also they should develop strong relationships with local parties that can help understand the local business practices as well as the employees specific cultural issues, so that they can successfully get the best from their employees.

## **2.5 Role of Leadership in Dealing Cross Cultural Dynamics**

According to Campbell, et. al, (2011) leadership is the phenomena that lead individuals to influence and guide their activities in the manner that core objectives of the organisation can be accomplished in the most efficient way. The leadership approach casts an intensive impact over different organisational activities as well as perception, and operational efficiency of individual within the organisation.

Similarly, explaining the dimension of leadership in existing globalised business environment, Wit and Meyer (2010) illustrate that leadership plays a vital role in the disposition of organisation. As leadership is the art of guiding and motivating people for the purpose of accomplishing some crucial task, it becomes vital for the organisation to have some good and positive leadership skills that are quite capable of motivating and driving all of its employees towards achieving some integrated goals and objectives. Thus, good leadership skills and a positive approach of the leader drive the

organisation to avail some intensive and long-term success within the existing business environment.

The role of leadership in mitigating problems related with cross cultural diversity within a business organisation is critically assessed by Wright, et. al, (2001). In their views to motivate employees to work in a tough and dynamic organisational culture, a leader pursues a crucial and vital role. Working in a cross cultured business environment and dealing with complications due to cultural differences sometimes proves quite difficult for employees and this difficulty directly reflects in their operational efficiency. There are a number of different problems related with compatibility and conflict handling, which are frequently faced by employees in a cross cultural environment. In such conditions, it becomes a decisive role of the leader to maintain the level of efficiency and dedication among employees even in adverse business conditions. For this purpose, a leader undertakes a number of different steps and strategies for resolving problems faced by employees (Wright, et. al, 2001).

In a similar manner, Wright, et. al, (2005) have highlighted the role of different leadership styles in changing landscapes of organisational practices in the existing globalise business environment. In the context, an integrated approach of leadership has been proposed for handling different problems related with cultural diversity within a business organisation. Due to cultural differences within the organisation, the leader cannot apply a specific leadership style for guiding and leading a cross cultured workforce of the organisation because the leadership style suitable in one culture may not be suitable to be implemented in other cultures as well.

Thus, it is not feasible for the leader to go with a specific leadership style. For the purpose of addressing the particular problem, Martin (2006) have proposed the integrated leadership practices, which advocates adopting a blend of different type of leadership styles applicable in different organisational culture. This integrated leadership is one of the most desirable and effective mode of controlling activities in the cross cultured business environment. Particular integrated business environment allows the leader to understand and accomplish all needs and requirements of individuals from different cultures. In this way, the disposition of the integrated leadership is one of the rapidly emerging and effective postulates of the existing cross-

cultural business environment. The adoption of appropriate leadership style by managers and leaders helps those understanding emerging needs and requirements of employees and organisation, with regard to advancements in technology. Current study is in contrast with the findings of Martin, (2006) as it does not indicate to follow any single leadership style rather it explores the impact of varying styles on motivation of employees having multi-ethnic backgrounds.

Afiounia, et. al, (2014) have elaborated that there is a need of having specific understanding of human resource management and its related perspectives to make the business organizations successful in developing regions such as Middle East. In regard to this, it has been asserted from the source that in developing countries like Saudi Arabia and UAE, there is ample scope for people resourcing, which ultimately enhances the chances of cultural diversities in human resource management field. Within the country, there are a number of different people from different ethnicities, nationality and culture, who work for different industries. This put ample amount of pressure over HR managers to employ some specific skills within the country.

In same manner, Zander and Butler (2010) have also acknowledged the significance of multicultural teams in building effective leadership strategies within the organization. In an organization, having cultural rich workforce, it becomes quite essential for the leader to have some efficient knowledge and skills to deal with cultural diversity in order to enhance the level of human resource efficiency within the organization.

Chuang (2013) have also highlighted the essential expertise and leadership skills required for the development of diverse workplaces. Although global markets have enhanced opportunities for international organizations but leadership effectiveness has become a major challenge for them. Despite all other issues faced by such businesses in international markets, the effectiveness of global leadership and management of diverse workforce has become vital in emerging globalised business world. Leadership is an essential component for the success of business, thus global leaders must be aware of the expectations of employees belonging to different cultural backgrounds. Caligiuri and Tarique (2012) also have similar views that work groups may have dynamic cultural processes on the basis of differences in roles, norms, relations and behaviours, and global leaders can deal with these varying processes through dynamic multi-cultural

competencies that are vital for global leaders in order to survive in global markets. Such competencies can be developed through personal enrichment and development of multi-cultural experiences. Global leaders can adopt different strategies to deal with these varying characteristics of workforce. These findings align with the aim of the current study; to find out the impact of leadership styles on motivation of employees in multi-ethnic working environments.

Ricketts and Ricketts (2010) provided an integrative model of leadership, which is characteristically different from all other types of leadership models, as it emphasises on the personal traits of an individual for motivating them. Integrative leaders specifically emphasises on personal characteristics and behaviours of employees for the development of strategies that motivates them to achieve the organisational aims and objectives. The focus of the integrative leaders is on resolving the cross-cultural issues that can exist among the employees working in a multi-ethnic environment.

Integrative leadership is regarded as the best type of leadership for the managers working in a multi-ethnic environment. In this context, the theory of integrative leadership states that integrative leadership is mainly an approach for influencing the mindset of people based on their personal goals, values and ambitions. Thus, integrative style of leadership adopted will prove to be quite effective for managers working in multi-ethnic environment as it would help in overcoming the cross-culture differences existing between the people belonging to diverse cultural backgrounds (Ricketts and Ricketts, 2010). Moreover, Thite (2004) has also elaborated that leadership practices are quite effective for the organisation facing problems of workforce diversity. Workforce diversity leads to differentiation in the ideology and perception of employees from different cultural backgrounds within the organisation. This differentiation can be reflected in the intra-organisational conflicts, which leads to decrease the productivity and efficiency of employees within the organisation. In the context of conflict resolution, a leader can play a vital role.

Different strategies of a leader, such as team formation, allocation of group tasks, collective rewards and performance management system, and enhancement in the intra-group communication, can be proved quite vital in management of conflicts due to workforce diversity. In addition to this, leader also plays a prominent role in the

employment of some effective and crucial strategies with organisational context as he or she pursues some crucial authorities in this regard (Thite 2004). From the critical point of view of Deresky (2011), some contrasting findings regarding leadership in dealing cross cultural dynamics have been reflected. For avoiding conflicts due to cross culture diversity within the organisation, the role of leadership is quite limited. The prime reason behind the occurrence of issues related with cross cultural dynamics is differences within personal beliefs and perceptions. Owing to this reason, these issues can only be resolved with the help of personal understanding and commitment of an individual. In this case, sometimes unnecessary and over interference of the leader makes the problem more critical. Owing to this reason, within an organisational setting, the role of a leader is limited only to the creation of guiding environment only. It is the personal understanding and capability of people that help in conflict management in the multi-ethnic organisational environment (Deresky 2011).

Stahl, et. al, (2010) have also elaborated that the multicultural team within an organization brings stability and comprehensiveness within the operations of the business organization. Multicultural team diversity is directed to address issues related to cultural diversity and conflicts among teams. In addition to this, multiculturalism also helps the company to be global and international so that it can be able to handle complications of business expansion at international level.

Frynas and Mellahi (2011) have opposed the view of Deresky (2011), arguing that the organisational environment and its culture are directly correlated with the approach of leadership employed by the leader of the organisation. Effective and supportive leadership style of the leader leads to develop a supportive organisational culture and environment that leads in managing the problem caused due to multi-ethnic organisational environment. The assertive leadership style adhered by the organisational leader supports every employee of the organisation to come forward and have a good communication with the leader. This will be quite crucial for the employee also, to have an effective solution of all problems faced by the organisation in the existing multi-ethnic working environment.

While Lussier and Achua (2015) highlights a specific leadership style as a solution for dealing with cultural diversities. According to them assertive leader's believes in

motivating the people through developing a co-operative approach towards them in which, the followers are free to express their views and opinion regarding a specific issue, is suitable in such situations. Thus, the adoption of assertive leadership style by the HR managers of multi-national corporation (MNC) will help them to develop a proper understanding of the personal traits of the employees belonging to different cultural backgrounds. On the basis of the knowledge acquired by the HR managers, they can develop effective motivational strategies that help in enhancing the organisational commitment of employees (Lussier and Achua, 2015).

Furthermore, Grant and Jordan (2012) have explained that assertive leadership practices employed by the leader create better and effective communication among different teams within the organisation. As per the findings, intra-organisation communication can be regarded as one of the most effective measures for resolving intra-organisational conflicts due to cross cultural dynamics within the organisation. It is the prime responsibility area of the leader of a business organisation to promote the team work within the organisation. Promotion of the team work within the organisation leads to address different cross cultural issues and challenges faced by individuals from different cultural backgrounds.

Okoro (2012) points out some vital leadership skills that should be adopted by global leaders to have an effective leadership role in multi-cultural organizations. It is argued that global leaders can perform their effective role by understanding cultural stereotypes, avoiding personal biasness, developing a global mindset, building effective communication skills, taking social responsibility critically and creating suitable motivational techniques for subordinates.

Strand (2011) also argues that today businesses have transformed from simpler local markets towards more complex international markets, while the most important ingredient to success remained constant all over time, and that's the communication skills of the leaders, either in homogenous workforce or in today's diverse multi-cultural workforce. Leaders can only play their vital roles in diverse cultural environments if they are well aware about the cultural aspects and employee's behaviours in turn of particular cultural aspects. Thus leadership has an essential and vital role in an organization's success in cross cultural business environments.

## **2.6 Hofstede's Cultural Dimensions: A Key for Organizations to Adopt Leadership Strategies Accordingly**

Peng (2008) has elaborated Hofstede's five dimensions of culture, which includes power/distance, individualism, masculinity, uncertainty and long term orientation. Power/ distance ascertain the degree of inequality that exists among people from different countries. If a country has a high score on this dimension, it is clear that the society of the country has unequal power distribution where as low score means the power is shared in the organisation. This is extremely well applicable as countries that have a high score, it is crucial that reports in such organisations are sent to the top management and close door meeting are given more importance, which is not the case in low scorer countries.

Further, Heijden, et. al, (2008) explains the next dimension relates with individualism, which identifies culture as strength of ties that exists between people from different communities. If the country scores high on this dimension, it indicates that there are loose connections while; a low score indicates that the preference is given towards group cohesion. Some Central American Countries have an extremely score on this dimension as a result of which, it is clear that such campaigns and actions, which focus on benefits for a group, are able to gain attention rather than projects and actions with individual benefits.

Reiser (2010) explicated that masculinity, which is the next dimension of the model, focuses on attachment of the society with its values. If a country has a high score of masculinity dimension, it indicates that men are expected to be tough, and there are well defined roles for men and women. Whereas; low scorer countries represent that roles are simple and overlapping with each other, women and men are seen performing similar jobs. Japan has the highest score on this dimension while; the country that has the lowest score is Sweden. Thus, when planning to operate in Japan, it is vital that a male employee is elected to lead the team while; in Sweden it would be preferred that there is the right balance amongst males and females.

According to Herkenhoff (2002) uncertainty dimension relates with the degree of anxiety of the society towards uncertain situations. High scorer countries tend to avoid uncertain and ambiguous situations while; low scorer countries tend to prefer novel

events and value differences. People in Belgium have a high score on this parameter and when the company operates in this segment, it is essential that minimum options are short listed and presented amongst people.

The last dimension, long term orientation, tries to understand that whether the society favours long term orientation or short term orientation. People from UK have a low score on this dimension, which indicates that the culture favours creative expression and novel ideas. The value tradition of people is less strong in comparison to other countries (Herkenhoff 2002).

Supporting the role of cultural dimensions in the organisational values, (1984) has stated that, ‘The collective programming of the mind, which distinguishes members of one human group from another. Culture, in this sense, includes systems of values; and values are among the building blocks of the culture’ (Brooks, et al 2004, pp194). These cultural dimensions are a key for multinational companies to understand the cultural differences and adopting leadership strategies accordingly.

### **2.6.1 Criticism on Hofstede’s Cultural Dimensions**

**McSweeney (2002) criticized Hofstede’s cultural dimensions stating that these are based on flawed assumptions. Based on the responses of a limited number of participants study from a single organization, Hofstede generalized his findings to the overall populations of all countries. There is a lack of evidence about the responses of IBM as a reflection of national average. Moreover, the respondents of study were enduringly mentally programmed about the three significant cultures of study; the organizational culture, national culture and occupational culture. The cultural differences estimated by the equation drawn for three cultures looks convincing for processing responses of questionnaire but doesn’t look closer to reality as even in a single organization, IBM, monopolistic organizational culture doesn’t exist across world. Even Hofstede himself, in his later publications, argue that cultural differences exist between and within units of a single organization.**

**McSweeney (2002) states that Hofstede did not successfully constructed the illustrations of national cultures or cultural differences, therefore providing inaccurate descriptions of national cultures. Moreover, his depiction of bi-polar**

cultural dimensions like; collectivism vs. individualism, is problematic, because these may co-exist. Thus, such lack of co-existence may have proved to be blind to basic cultural characteristics. Hofstede's assumption that workplace identifications retain at all locations, while this is not true as individuals act differently at different situations depending upon the situations. A person may be an individualistic at workplace but may be a collectivist at his/her family or the converse.

Hence, McSweeney (2002) highlights two profound issues in Hofstede's national cultural dimensions. First, generalization based on a quite sample of study for a huge population, the populations of all nations, is an unproved fact having no evidence. Second, the dimensions proved by Hofstede are not based on actual findings rather are an average of situationally specific views that are unjustifiably inferred as national culture.

## **2.6.2 Culture and Globalisation**

The globalization of the generation and dispersion of products and ventures is an appreciated advancement for some individuals in that it offers them access to items that they would not generally have. In any case, some are worried that the progressions realized by globalization debilitate the practicality of privately made items and the general population who deliver them (Crane et al, 2002). For illustration, the new accessibility of outside nourishments in a market regularly at less expensive costs can uproot nearby agriculturists who have customarily earned a living by working their little plots of family-claimed land and offering their merchandise locally. Globalization, obviously, accomplishes more than essentially increment the accessibility of remote made purchaser items and upset conventional makers (Raikhan et al, 2014). It is likewise expanding global exchange social items and administrations, for example, films, music, and productions. The development of exchange social items is expanding the presentation of all social orders to outside societies. Also, the introduction to remote social products often achieves changes in neighbourhood societies, qualities, and conventions. Despite the fact that there is no agreement on the results of globalization on national societies, numerous individuals trust that a

people's presentation to remote culture can undermine their own social personality. Hence, the world's societies and their types of creation, introduction and protection are profoundly influenced by globalization (Anheier and Isar, 2008).

Technology plays an important role in creating a global culture as everything is now accessible at a single click whether existing at any place on the globe. Globalisation amplifies integration and interaction among individuals, governments and businesses and such integrations and interactions are aided by advanced technology (Niranjana, 2015).

## **2.7 Influence of Cultural Trait Based Leadership Style on Employee's Motivational Level**

Employees are a backbone for any organization, and organizations are aimed to get the best and the most from their employees. For this purpose, employees are always kept motivated to deliver their best. But certain motivational problems arise when people from different cultures come with different beliefs, values, norms and expectations, and dissatisfied due to the cultural barriers. Thus a strong need for effective leadership arises here (Forson, 2012). Leadership style in which leader adopts such practices which are compatible with the culture of country in which company is operating and functioning (Martin, 2006). In support of this statement, Hatcher (2002) has explored that the cultural background and scenario has a vital role to play in designing the leadership style, which can contribute in generating effective results. Because the workforce of companies in different cultures has different requirements and essentialities that are to be catered by the company in order to positively motivate them to work effectively. The company needs to understand the cultural requirements, which will ultimately help in maintaining a high level of work efficiency and producing better result for the company.

As highlighted by Fairholm and Fairholm (2009), it is extremely crucial that the leadership style adopted by the organization should be in alliance with their culture as it has direct relation with the employee motivation level. If the employee is not able to connect with practices of the organisation, he might not be able to contribute cent percent for the development of the company. Culture also influences the motivation

level as it gives the feeling of belongingness to employees. Employees are able to connect themselves with the company and this contributes in increasing their efficiency.

Further, supporting the findings of Fairholm and Fairholm (2009), Kessler and WongMingJi (2009) elucidate the reason of failures of companies in different cultures. It's a common observation, companies who have not been able to align their working patterns with the cultural background of the host/targeted country; they are bound to face failures. An example in this case is the failure of Wal-Mart because of its inadaptability in the German culture. The company when entered the Germany market in 1997 applied the similar working practices in the country as they used in the US. The attempt of the company to make use of its old proven success formula in Germany turned out to be the biggest mistakes of the company. The company has a flawed internalisation strategy as it ignored the specific feature of the German market as well as the behaviours and work practices of German employees. Thus, it is crucial for the market leaders to adopt such strategies that can be in the best interest of company as well as the employees of varying cultures, so that their motivational level cannot be harmed. Moreover, Lumpe (2008) has critically appraised the cultural leadership related issues faced by Wal-Mart in Germany. According to the study, managers of the company understand that if they must operate in a country they need to provide such environment to employees with which, they can easily relate and adopt. If they used a similar formula in all countries, they will not be able to gain high profits because of difference in cultural backgrounds. This also makes an impact on the motivation level of employees because if there would be difference between cultural understanding of employee and employer, both cannot satisfy each other. It will not only harm the productivity of the organization but also the motivational level of employees.

According to Piepenburg (2011) building up connections with people of different countries is just a single dimension of cultural diversity. Beside this, other vital related issues include motivating employees, structuring projects and development of a strong corporate strategy. It is remarkably clear that the actions and activities, which are effective in one area, might be able to generate same results in other areas. The model given by Hofstede plays a decisive role in understanding the cultural differences and managing them in the most effective manner.

Moreover, Arslan and Staub (2013) argue that the role of leadership is vitally important for the improved performance of organization, which in turn is directly related to the motivation level of employees. While employees motivational level relies on their satisfaction in terms of very few or even no cultural differences between organizational practices and employees norms and beliefs. If there would be no cultural hurdle for employees, it will create a sense of belongingness towards employees and they will be highly motivated for their tasks. Thus it depends on the leaders that how much they understand the host culture and how much they get involved the employees in order to keep their motivation high. Such findings leads towards the development of variables of current study i.e. goal achievement which is used as a measure for motivation level of employees. According to these studies motivation of employees is indicated by their performance which is highlighted by the overall goal achievement of the organization.

For exploring the concept related to the impact of Cultural trait-based leadership style on the employee's motivational level, there are some other crucial studies conducted by Bass (1985; 1990a; 1990b; 1996; 1997) and Avolio (1995). The model of culture, which has been revealed after the evaluation of such studies, compares the leadership styles and the cultural values of over 4,000 managerial and non-managerial employees in ten different organisations, which are based in various countries, such as Russia, Georgia, Kazakhstan, Kyrgyzstan, Germany and the US. The research on leadership and management has been developed as a key area of interest, especially among the human resource development researchers (Jacobs, 2000).

The notable contribution has been done by Merchant (2008) on management education in the post-communist Central European States, while; Gerhart and Fang (2005) have conducted their research on the strategy and practice of management development. Originating in the social science tradition of the US academia, studies on behavioural aspects of management and leadership are regularly found in HRD research journals, for example, issues of managers acting as facilitators of organisational learning (Ellinger et al. 1999), leadership styles of Russian entrepreneurs (Ardichvili et al. 1998), and managers' abilities to create organisational visions.

Amin, et. al, (2013) explored the impact of leadership style on employee's job satisfaction and found that leaders' style of leadership directly affects the motivation

level of employees which in turn is reflected in their job satisfaction. If leaders positively affect employees, their motivation level will increase and it will have a positive impact on organization's performance. Organizations leaders should adopt such leadership styles that align with the values, norms and expectations of employees, so that their motivation may not be harmed. For this purpose, leaders need to understand the prevailing culture of the organization as well as the cultural background of the employees in order to have a positive and strong relation with the employees, because employees can never be motivated unless they feel secure and have a feeling of belongingness with the organization. And such feeling of belongingness can only be created when employees feel their cultural values are respected here.

A similar study is conducted by Gooraki, et. al, (2013) in health care centre in Shiraz, Iran. They explored the effect of leadership on employee's motivation and found that managers' having different styles of leadership have different impact on employee's motivation. Most of the time, consultative and cooperative leadership style affects positively and enhances the motivation level of employees. Thus leaders should be careful in their adoption of leadership style, moreover their leadership style should be according to the organizational culture and the country specific culture, so that employees do not feel hesitation for their collaboration with leaders. Also, when leaders will have a good knowledge of culture, surrounding the organization and its employees, they will be better able to get the best from their employees by motivating them. In short, the study found a significant relationship between leadership and the employees' job motivation. Thus leadership affects the motivational level of employees, but the strength and direction of relationship depends on leaders that how they align their leadership practices with the prevailing culture of organization, industry and the country of operations of the organization.

Continuing with the same relationship, Manzoor (2012) investigated the impact of motivational level of employees on the effectiveness of organization and found that empowered employees are the most motivational ones and these empowerments comes from their leaders when they treat employees according to their norms and cultural values. Thus, the motivated employees contribute positively in the effectiveness of organization. It is found that there is a very strong and positive relationship between employees' motivation and organizations performance; the motivated employees are a

source of organizational growth. Thus the leaders of organization should treat the employees according to their cultural norms, values and expectations to keep them motivated, which in turn will contribute in the organizational performance and growth.

While a contradictory view about the relationship of motivation and nationality is presented by Rothacker and Hauer (2013), who state that employees motivation does not depend on the their nationality or culture, rather leaders' specific behaviour can determine the motivation of employees. Leaders can adopt varying styles to motivate employees irrespective of the nationality of subordinates, because they will get motivation from leader not from their own cultural or national values. Although, all leadership styles were found to be motivated but still some particular styles may result in greater motivation as compare to the others. Thus, leaders in multinational or multi-cultural organizations can adopt any style, without considering the cultural or nationality specific traits of employees. It just depends on the skills of leaders that how they implement strategies to motivate employees, thus finally Rothacker and Hauer (2013) recommend that leaders should keep tracking and identifying the key behaviours that can motivate employees in multinational teams and should treat employees as individuals not as a member of particular cultural setting. Moreover they argue that leaders should adjust their behaviours according to the needs and expectations of subordinates.

While other studies like Binfor, et. al, (2013), Naile and Selesho (2014), Khoung and Hoang (2015) have contradictory arguments in contrast to Rothacker and Hauer (2013) while studying the impact of leadership and leadership styles on employees motivation and job performance in their individual studies. Like Binfor, et. al, (2013) argue that the nature and patterns of work organizations have changed immensely due to the involvement of international market requirements and diverse workforces, thus leaders need to identify the changing roles of human resource as well. Leaders should identify the changing strategies that can be adjusted according to the changing roles of workforce and work environment, so that the employees can be kept motivated. Because leadership and its styles have an immense impact on the motivation of employees so in multinational team leadership role becomes more important to have a positive impact on the motivation level of subordinates.

Naile and Selesho (2014) also give similar findings while exploring the role that leadership plays in the motivation of employees. They studied different styles of leadership like autocratic and transformational leadership styles and the behaviours adopted by leaders under these styles and their relationship with the motivation level of employees. Leaders adopt different behaviours following different styles of leadership, but this role become even more critical when leaders must perform the role of global leaders in multinational organizations. Khuong and Hoang (2015) also support these findings and argue that in today's highly competitive business environment, leaders are required to have a clear understanding and knowledge of employee's behaviours. Because to be successful in globalised competitive world, some of the key factors are leadership skills, elements of human resources and the impact of surrounding environment. Unless leaders successfully understand the role and impact of these key factors, they cannot be successful in their businesses. Thus cultural elements are the part of environment in which company is operating and it will have a significant impact on employee's behaviour. Hence it's necessary for leaders to develop a clear understanding of environmental and cultural factors of host country in order to get its subordinates fully motivated and performing in the best interest of the organization.

## **2.8 Cultural Specific Traits in Context of British Airways**

The British Airways covers more than 300 destination and flies to many international airports. It is one of the biggest scheduled international passenger airlines. The headquarters of the company is in Heathrow, London, UK (Gaskell 1999). In the year 2009-2010, the flights of British airways carried around 32 million customers (British Airways, 2010). The revenue for the company in that year was around GBP 8 million, and for providing services, it used around 238 aircrafts. As highlighted by McCourt and Eldridge (2003) human resources have a crucial role to play in the growth of the company. Analysis of the HRM policies of the British Airways reveals that many of the policy structures in the context of human resources is highly influenced by the country specific HRM policies, i.e. the policies of UK (McCourt and Eldridge 2003).

Further, Price (2011) elucidates that HRM practices in UK are an essential part of all organisations operating in the country. From the statistics that are available in the

context of UK's HR policies, it is clear that they have been consistent over years, and no radical change in policies related to human resources has been observed.

Steps (2014) explained that it is indispensable to consider the following points before getting a detailed insight into the HRM practices of British Airways. Firstly, the company is relatively successful in terms of providing such environment and ambience to personnel that there is a high level of uniformity in the workforce. This is clear from the low number of oppositions shown by employees to the company in terms of strikes, legal complaints although there is an execution and implementation of top down aggressive leadership style. Along with this, it is vital to highlight that HRM is an integral part of the company in resolving the financial issues that have been faced by the company in past years (Steps, 2014).

Rath (2012) critically analysed, that the British Airways has been undertaking such initiatives to achieve its key objectives by positively utilising its human resource. It has been identified that the main challenges faced by the company in the context of HRM is the development of healthy relations between employees and the employer. The company had to face many strikes because of changes in its employment terms and conditions, which may include salary structure, employment tenure and type of employment. Another major challenge for the company was related to the recruitment, selection and HR planning. The company has undertaken many significant challenges because of which, this area related to HRM had to face many fluctuations. The radical changes that have taken place in British airways include that it has undergone privatisation in 1987, strategic turn around in 1997, and merger with IBERIA. These changes resulted in new challenges for the company related to HRM since resources and planning have become more international and decentralised in nature than it was previously.

Meyer (2007) highlighted that the company has brought about a fundamental change in its manner, which it adopted for organising its human resource. The company understood the serious challenges it was facing in the HRM area, and for that purpose took initiatives and was highly focussed on good people management and employee relations and also effectively handling the day-to-day industrial relation matters of the company. For this purpose, the company also adopted some of industrial relation

training courses, which had their focus on improving the understanding and practises related to human resource management.

British Airways (2009) reports that there is a need of building rewarding workplace that helps in meeting the needs and goals of the business in an effective manner. Rickard (2013) explains that the company has been taking active steps for the management of the human resource in the organisation and trying to create such business in which, it is able to inspire and reward the workplace and its talented people. The company provides such work environment to its employees so that they are able to produce results as per best of their capabilities. Therefore, with this, it aims at meeting needs of the customer and also fulfils its social responsibility.

Thus, from the above discussion it is highlighted that the British Airways has undergone many changes for effective functioning, which have also impacted its HRM strategies. The company aims at creating a synchronisation between its HRM policies and the policy that have acceptance from the UK culture (Martin, 2006). Such initiatives are undertaken by the company, to effectively fulfil the requirements of its workforce, which will make a direct contribution in improving their performance and the profit level of the company. Along with this, company also adopts some training courses for managers so that they are able to use the best practices for ensuring smooth functioning of the human resource (Martin, 2006).

## **2.9 Cultural Specific Traits in the Context of Saudi Arabian Airways**

Saudi Arabian Airlines is an airline based in Jeddah, Saudi Arabia. It was founded in 1945 and covers around 90 destinations. In the initial stage, the company was the largest carrier in Saudi Arabia, but because of growth of airports and airlines, it now stands at the third position after Emirates and Qatar railways (Belobaba, et. al, 2009). As companies are taking initiatives for becoming more effective, they have started laying more of a focus on the development of HR in their business strategies. Saudi Arabia, which is the largest airline in Saudi Arabia, also understands and responds to this requirement in the best possible manner. The airline makes use of SAP (System Applications and Products) and ERP (Enterprise Resource Planning) for building a strong business process platform in the context of HRM. Saudi Arabian airlines have started using SAP solutions as it will help the company in accelerating its

transformation as a private company. The company has made use of ERP application so that it is able to make use of fuel efficient processes and attempt to evolve business models in the airline industry (Belobaba, et.al, 2009).

Further Alexandrou, et.al, (2011) explains that the main reason to select the SAP program was that the company required a unified and integrated infrastructure to effectively manage and operate its independent subsidiaries, which include catering, cargo, technical service, medical services, ground handling and flight academy. The company had analysed various offerings and selected SAP for getting expertise in the market and industry. SAP has also been selected for managing the HRM issue in the company because of its flexible design and open integrations with software.

Budhwar and Debrah (2004) highlighted that for the purpose of supporting the organisational change and empowering 35000 employees the company took the initiative of consolidating and streamlining its HR policies. With the use of SAP ERP human capital management solution, the company has been able to make a transformation in the global operation as it has been able to provide higher productivity and better customer services.

Along with this, Ferris-Lay (2011) has highlighted the new recruitment policies undertaken by Saudi Arabian Airlines. As per the findings, under the influence of the local 'official; Saudi culture, the organisation has changed its recruitment and selection of crew members for flights. In this direction, it is elaborated that earlier intensive knowledge of Arabian culture and language used to be considered as the prime aspect of the recruitment and selection criteria for cabin crew members of the airline.

However, situations in the recent period of time have changed quite drastically. In the influence of globalise business environment, in the year 2011, the company has announced to change its recruitment and selection policies. As per this policy, age below 27 years and qualification of English language comprehension test has become one of the core selection criteria. Although, the company has been criticised quite prominently by local people for its unfriendly new recruitment criteria, the prime objective of this change within the company policy is to make it aligned with global business culture. This aims to make the organisation quite prominent and successful in a multi-ethnic

business environment (Ferris-Lay, 2011). This case reflects the implication of global cultural and linguistic trends in the recruitment related practices of Saudi Airlines.

Along with this, Long (2012) has elaborated that under the influence of the Islamic culture, the training and development practices of the organisations has also been changed quite intensively. As per the findings, Hajjis (people who travel the region for religious purpose) are considered as the prime customer pool for the Airlines. For instance in the year 2003, it was recorded that the Airline carried about 893702 Hajjis from 70 different destinations across the world.

In order to serve such passengers, the company has designed a new training policy, according to which, the prime mission of the air services is to provide the customer with sophisticated and specialised services “for Muslims on pilgrimage to the Holy Cities of Islam in Saudi Arabia”. In this context, the company has started training its employees as per the Islamic norms so that they can serve their Islamic passengers in the most effective manner. In this direction, such findings are reflecting one of the prominent example of diversion of the HR related practices of the company under the influence of Islamic cultural trends and practices (Long 2012). Gallant, et.al, (2008) state that leadership culture is a crucial factor behind the dissatisfaction of employees as it relies on privately owned businesses of the families that have individualised top down leadership and the belief that leadership impedes the existence of a healthy organisation. It promotes employees’ well-being and job satisfaction through their recognition.

These are some intensive findings on the basis of different principal and effective trends prevailing within the organisational culture of Saudi Arabian airlines. These trends confirm the significant application of different cultural related traits in the context of HRM related practices of the Airlines.

## **2.10 Comparative Study of Cultural Specific Traits for both the Organisations**

According to Kakabadse, et. al, (2004) the culture has some significant impact over different business and HRM related operations within international business environment. In order to reflect this notion in the real life practices, the above sections of the literature review has reflected differences within the HRM related practices undertaken by two prominent business organisations from different cultural

backgrounds. These organisations are British Airways, and Saudi Arabian Airlines. Sharpley and Pender (2004) have highlighted that British culture is quite sophisticated, which supports the systematic and standard way of undertaking any task. Under the influence of this cultural trait of the home country, the training and development practices undertaken by British Airways are quite formal and sophisticated. Different aspects such as usage of formal language while communicating with passengers, more focus on professional staff behaviour at the work place, and formal dressing senses are closely monitored during the training practices.

In contrast to this, the disposition of Saudi Airline is quite directed to provide luxurious treatment to its customers. In the direction of this, Ramady (2010) has elaborated that Saudi culture is affected by Islamic norms and culture quite intensively. For this purpose, during the training related programs, employees are made quite compatible with the Islamic culture so that they can serve domestic customers. In direction to this, for the purpose of serving differentiated intensive needs and demands of customers in Islamic regions, the major focus of the company's training practices is on delivering Islamic values to its employees.

Along with this, another difference between these two airlines can be reflected in the context of their approach towards modification. As per the views of Mitchell (2000), British Airways policies are quite directed and focused on preserving glorious British culture. The company is quite concerned about cultural values, language, and ethnic specifications in organisational practices, which directly reflects in the organisational practices undertaken by the business organisation.

In contrast to this, in the views of Branine (2011), Saudi Arabian Airlines has shown more positive approach towards globalisation. In order to be compatible with globalize business environment, the company has started to make changes in its existing recruitment and training policies of the company. For this purpose, company has made the knowledge of English and other international language a compulsory criterion for the recruitment and selection of its crew staff so that they can be able to serve needs of the international passengers.

According to Bamber, et. al, (2009) the airlines focuses on two alternatives within the employer-employee relationship, i.e., engagement of employees in taking decisions

related to adoption of different practices so as to increase employees' productivity. Under this option, employers take into consideration views and opinions of employees in order to take appropriate decisions. On the other hand, employees take the option of establishing unions, avoiding conflicts and others for achieving the goals of the business in an effective manner.

In this way, there are some intensive differences between disposition of HRM and other management related practices undertaken by British Airways and Saudi Arabian Airways due to differences in the cultural background of both countries.

Thus, on the basis of extensive study of these literature findings and arguments of researchers about the role and relationship of leadership, employee motivation and the cross cultural environment it is clear that a significant relationship exists between employee motivation and leadership in cross cultural environments, and there is a significant impact of cross cultural environment on the business practices of organisations operating or planning to operate in international markets. But how such relationship is affected by leadership and how leaders can motivate employees in cross cultural organizations, is being explored in current study.

## **Summary**

This chapter, based on the literature review of previous studies, mainly focused on leadership in cross cultural organizations and employee's motivation level. Lots of studies have been conducted in this context and the relationship between these two has been discussed in different perspectives. The chapter aimed to review such previous studies in order to explore the relationship between leadership and employee motivation in multi-culture organizations. The main focus of the chapter has been to highlight the theoretical perspectives in relation to the research question, i.e. 'Does leadership style based on the cultural traits have influence on the motivational level among employees with multi-ethnic work force?' For this purpose, scholarly literature presented in books and journals have been reviewed to collect the sufficient secondary data to draw a framework for the research work. A theoretical framework has been designed in the paper to complete the research process, in a well-directed manner. The chapter has highlighted views of different authors in the context of cross cultural dynamic in an organisation.

From the discussion, it can be summarised that the cross cultural dynamics is the latest issue faced by countries after the concept of globalisation has been introduced. The businesses, operating or planning to operate at the international level, need to take initiatives for creating the right blend at the workplace to provide a smooth ambience to the workforce. The level of success of the company will directly depend upon its potential to overcome the issue related to cross cultural dynamics (Wright, et. al, 2005). It is also highlighted that the concept of cross cultural dynamics has its own positive and negative perspectives, while depending on the organization and its ability to respond accordingly (Merchant, 2008).

Further, the chapter has elucidated those changes, which have taken place in HRM practices of the company in cross cultural business environment. It has been highlighted in the paper that the field of HRM has got affected by the influence of cross cultural dynamics at the workplace. It has become extremely crucial for the organisation to change their HRM policies in order to increase their efficiency and maximise its business opportunities. It has been highlighted that role of leadership is crucial in order to effectively handle the cross cultural dynamics at the workplace (Stewart and Beaver, 2004). It is required that the leader should be able to handle the changes in the workplace so that the efficiency and effectiveness level of the workplace is not disturbed.

Cultural specific traits in the context of British Airways and Saudi Arabian Airways are also discussed in the chapter. Lots of evidences are found that how cultural traits affected the performance of these two international airlines and the companies made changes in their management and human resource practices to cope with these issues. Because in order to be successful in international markets, it's vital for companies to identify and understand the particular cultural specific issues and effective and efficient changes in human resource practices are required by organizations. Along with all other human resource practices, leadership style is also important to be adjusted accordingly because leadership have a significant relationship with employee motivation.

Lots of researchers explored the relationship between leadership styles and employee motivation. This chapter highlights this relationship in the context of multinational organizations and multi-cultural workforces. Because employees having different

cultural backgrounds have different norms, values and expectations from the organization and its leaders, thus leaders are required to treat their subordinates according to their expectations otherwise it will have a negative impact on their motivation. For this purpose, a clear understanding and vast knowledge of cultural discrepancies is necessary for the leaders so that they can make their strategies more effective in order to motivate their employees.

In today's globalised and highly competitive business environment it has become essential for businesses to cope with the cultural challenges that arise while moving beyond their geographical boundaries. As human resource plays an important role in organization's performance in national as well as international markets, so their expectations, norms and values are an essential factor to be considered by the management of the organization. Leadership plays this critical role to have a significant relationship with employees and this role becomes even critical in cross culture organizations. Leaders cannot implement their traditional home country strategies in host countries due to the cultural differences and if implied place negative impact on employees' motivation level. Because international markets contain multi-cultural and multi ethnic workforce groups and traditional leadership strategies may fail in motivating these workforces. Thus, leaders are required to adopt cultural based modified strategies to keep the employees motivated.

**Current chapter contributes in finding the answer of main research question by providing a clear overview of leadership, its type, its role in motivation and varying styles in cross cultural settings. It illustrates the cross-cultural dynamics with organizational perspectives as well as highlights that how HRM practices have been changed in cross cultural business environments. It also indicates the role of leadership in dealing cross cultural dynamics. It also sheds light on Hofstede's cultural dimensions as a key to adopt different leadership strategies accordingly. It contributes towards the answer of major research question by illustrating the influence of cultural trait-based leadership on employees' motivation level. To provide a real-life example, the chapter incorporates the cultural specific traits in context of British Airways and Saudi Airline as well as makes a comparison among the two organizations that is a great**

**contribution in understanding that how cultural specific traits vary in different organizations and they require different leadership styles.**

**This chapter has developed the relationship between the key variables of the study while next chapters will further elaborate this relationship to find the answer of the purposed question: ‘Does leadership style based on the cultural traits have influence on the motivational level among employees with multi-ethnic work force?’**

## **Chapter 3**

**Current chapter contributes in advancing the accomplishment of aim of current research to explore the impact of leadership style on motivational level among employees with multi-ethnic working environment by providing a descriptive analysis of previous literature related to cross cultural leadership. It provides a brief introduction of leadership and its types. Then it contributes in advancing the aim by highlighting the importance of leadership, the relation of leadership with people management, motivation and empowerment. It also indicates leaders as relationship builders and how such relations contribute in motivation of employees. It also illustrates the leadership styles being practiced in two international airlines so that it can be highlighted that how different leadership styles contribute differently in motivating multi-ethnic work forces.**

### **3.1 Introduction**

It has become common for leaders to serve for organizations having operations in international markets. So traditional leadership practices have also changed accordingly and leaders cannot survive unless they realize these changes roles and adopt them accordingly. Effective leadership requires more than the traditional practices in its own cultural dimensions, thus leaders are required to be capable of working in unknown cultures and situations in which their traditional leadership skills associated with their own culture can no more be effective. Such traditional leadership practices and skills

may even be proved as counter-productive when practiced in new situations (Frost and Walker, 2007). Either in any form, type or style but the existence of leadership is no doubt vital for the survival of organization. In management studies, the concepts of leadership and organization actions are too much ingrained that even the nonexistence of leadership creates the thought of nonexistence of organization. Organizations having any type of business operations possess any type of leadership and its practices to keep the employees motivated, and all are aware about the importance of leadership. Leadership is one of the most important ingredient of success for any organization, thus organizations always try to keep this ingredient in well-established form to achieve their goals. Business organizations that ignore the importance of leadership have to face lots of difficulties in terms of their work force management. Especially the organizations operation or functioning in international markets cannot even think of surviving without having effective leadership practices.

Leadership is important for the survival of organizations especially in today's consistently changing business world. Leaders play their important role in motivating team members as well as all employees of the organization in order to achieve the desired outcomes. Leadership has a direct influence on inspiration and motivation of employees thus leaders are required to have effective leadership skills so they employees are motivated effectively. Leaders try to build strong and deep relations with subordinates through their effective communication skills in order to empower and motivate them for the achievement of goals. Leaders try to enhance their leadership skills in order to lead the teams efficiently.

This chapter aims to highlight the basic idea of leadership, its types, importance and different approaches of leadership. This chapter also highlights the particular leadership practices in Saudi Airlines and British Airways, also making a comparison between both companies' leadership practices. Business cultures in Middle East and Europe are also discussed in the chapter in order to highlight the differences between business cultures in Saudi Arabia and UK.

### **3.2 Leadership**

**Leadership is defined as a process that is characterized by interactive influence between leader and its followers that leads towards accomplishment of shared goals among them (Silva, 2016).**

Leadership is the capacity of an individual or association to "lead" or guide different people, groups, or whole associations. Questionable perspectives are available in the writing, among Eastern and Western ways to deal with leadership, furthermore inside the West, on US versus European methodologies (Aslani, et.al, 2013). In US scholastic situations leadership is characterized as "a procedure of social impact in which a man can enroll the guide and backing of others in the achievement of a typical task" (Bush, 2007). Leadership seen from a European and non-scholarly point of view envelops a perspective of a leader who can be moved both by communitarian objectives additionally by the quest for individual force. Studies of leadership have proposed assumptions including traits, situational cooperation, capacity, conduct, force, vision and values, magnetism, and knowledge, among others (Casimir and Waldman, 2007).

There are several types of leaderships that are practiced in different organizations by leaders. Each leader has his/her own leadership style that plays a either a positive or a negative role in the motivation of employees in organization (Bush, 2005). Some leadership styles are as follows:

**a) Task Oriented Leadership**

Task oriented leadership is characterized as the extent to which a leader set their supporters parts, concentrates on objective accomplishment, what's more, builds up very much characterized examples of correspondence ( Clutterbuck and Hirst, 2002). To put it all the more obviously, task oriented leadership will drive their followers take part in top-down correspondence, clarify what the devotee is to do, and when, where, and how each capacity is refined. A task oriented leader concentrates on giving structure to his workers and urges them to complete their tasks at the primary point. In the given structure, representatives take after tenets and strategies as built up by the leader bringing about strict direction (Chemers, 2014).

Recently, The University of Michigan studied level of adequacy of task oriented practices included "putting emphasis on arranging, planning, and giving the assets

required by adherents, including setting up objective setting goals for the devotees". As indicated by, the task oriented leadership strategy is comprehended as issues cantered, and change the circumstance emphatically by direct activities and lessen the measure of anxiety can be activated; enhance worker enthusiasm and high inspiration to the employment. Besides, errand arranged procedures are parallel with better change; deliver more adequacies and less sadness (Fairhurst, 2008).

### **b) Relationship Oriented Leadership**

Relationship oriented leadership represents the extent to which a leader demonstrate his consideration and appreciation for their adherents, pays special mind to their welfare, and communicates thankfulness and support (Fry, 2003). Relationship oriented leadership can make a more grounded impact on representative inspiration (both from employment and leader inspiration), contrasting with undertaking focused leadership, which has a somewhat more grounded impact on leader execution. According to Fiedler and Gibson (2001), there are five particular relations oriented practices, which include setting up a powerful leadership style, including: a) Team building, b) counselling and assigning, c) Supporting, d) Developing, e) Perceiving. Hackman and Wageman (2007) demonstrated that this leadership conducts would decrease worker turnover; additionally, Goodnight (2011) reported "the leadership practices of individualized backing and scholarly incitement brought about more elevated amounts of representative inspiration"

### **c) Change Oriented Leadership**

Change oriented leadership is characterized as capacity to get acquainted with changes, rolling out improvements, and finding powerful specialized/techniques to speak individuals about the change. Change oriented leadership conduct is principally worried with enhancing vital choices; adjusting to change in nature; expanding adaptability and advancement; rolling out real improvements in procedures, items, or benefits; and picking up responsibility to the progressions (Hackman, 2002).

Additionally, a change-oriented leader needs to comprehend the effects of environment and locate the imaginative/inventive ways with respect to methodologies, items, production to fit in with the earth changes. Change arranged leadership requires a

complete mix between incorporating natural inputs and varieties in individual style. In the interim, change arranged leadership behavioural parts fall in four classes: (a) giving/looking for, (b) deciding, (c) building relationships, and (d) impacting (Goleman, 2000). Change arranged practices are helpful to the point that pick up fundamentally support from different devotees the length of a leader has a high resilience for danger, and guarantee imperviousness to change does not smother advancement. Critically, Frost and Walker (2007) discovered huge positive relationships between change-arranged leadership style and representative inspiration, authoritative responsibility, and assessments of the leader's skill.

#### **d) Participative Leadership**

Participative leadership is very much characterized as creating basic leadership through inspiring and empowering representatives participate in settling on critical choices or if nothing else all of those representatives will share impact in basic leadership. Participative Leadership included "dealing with the gatherings, affecting responsibility and congruity, and helping with strife and correspondence issues" (Judge, et. al, 2004).

As indicated by Kirkman and Rosen (2001)"participative leaders for the most part trust that they are accomplishing something beneficial" and they trust that their interest is esteemed (gathering individuals rely on upon them what's more, listen to their thoughts). In this way, participative leadership style concentrates on the inherent inspiration of adherents by improving subordinates employments through self-governance, assortment and strengthening. In addition, when workers take part in majority rule basic leadership, they understand that their thoughts are regarded and considered by higher managers; they feel associated with the association as though they are essential parts in the organization and attempt to achieve most extreme execution (Javidan, et. al, 2006).

At the point when actualize Participative basic leadership techniques in the work environment situation, enormous advantages offered for both leaders and representatives: Increase worker's inspiration; Build the level of development in the associations; Build the nature of the choice; Contribute to the nature of representative's work life; Increase workers' inspiration; Increase the level of representative's dedication (Isaac, 2010).

#### **e) Charismatic Leadership**

In term of appealing leadership or charismatic leadership, a leader/leader makes his/her devotees trust that their leader has uncommon leadership capacities. To be more particular, those leaders are "astoundingly expressive individuals, who utilize talk to convince, impact and activate others" (Kuppler, 2014). Charismatic leaders will have a few basic attributes, obviously: they have vision and explanation, they are touchy to their devotees, they will go out on a limb, and they appear whimsical conduct (Little, 2011).

#### **f) Autocratic Leadership**

Despotic leadership or Autocratic leadership is exhibited as a controlling, order, or coercive leader, who from time to time takes choices basing on contribution from their subordinates (Lunenburg, 2011). Additionally, Northouse (2013) depicted absolutist leadership, "which depends on individual strength and dictator conduct that serves the self-enthusiasm of the leader, is overconfident and exploitative of others". "Despotic leaders are oppressive, controlling, and vindictive" (Malhotra, et. al, 2007). An absolutist leader takes over the control in his/her office by ruling all the choices and activities, giving clear/detail direction and course to the supporters, constrain them what to do and how to complete an undertaking; each one of those specified activities will avoid workers from imagination and inventiveness. With subordinates, the leader conveys formally and in composed structure. The totalitarian leadership style can be considered as a structure of pyramid in which a leader has the most elevated position on the top and the least position is for workers (Neufeld, et. al, 2010).

#### **g) Ethical Leadership**

Ethical leadership is defined as "the exhibit of normatively proper behaviour through individual activities and interpersonal relationships, and the advancement of such lead to devotees through two ways correspondence, support, and basic leadership" (Little, 2011). As being a moral leadership, Soriano and Martinez (2007) expressed regular attributes of moral leaders including genuine, reliable, reasonable and minding; straightforward and take part in open correspondence, advancing and remunerating moral behaviour among devotees. Such leaders settle on principled and reasonable

decisions and structure workplaces even-handedly. To make individuals trust one leader carries on morally, Saint, et. al, (2010) said that a leader need to conduct prudently to bring advantages for larger part; shield him from doing malicious acts or destructive effects on others. The requirement for expanded consideration for honesty, a positive good point of view, and moral behaviour in the leadership writing is additionally reverberated in the as of late creating stream of exploration on positive authoritative operation, in work on otherworldly leadership (Schaefer, 2005).

#### **h) Ethic Based Reliant Reward Leadership**

As indicated by Santrock (2007), unexpected reward leadership is one of three features of value-based leadership, 2 different aspects counting dynamic leadership by special case, and inactive leadership by special case. Consequently, in the extent of the research, ethic based unforeseen prize leadership will be considered under morals of value-based leadership. Principle qualities of value-based leadership incorporate obligation, decency, genuineness, and guarantee keeping. Consequently, in value-based leadership "supporters are persuaded by leaders' guarantees, acclaims, and compensates or they are remedied by negative input, censure, dangers, or disciplinary activities" (Pentland, 2012). In value-based leadership, the moral and moral authenticity are portrayed as "relies on upon (leaders) conceding the same freedom's and chance's to others that one cases for oneself, on coming clean, keeping guarantees, disseminating to every what is expected, and utilizing substantial motivating forces or authorizes"(Putnam and Nicotera, 2009). To be more particular, the good authenticity of value-based leadership requires reasonableness; and in terms of the segments of value-based leadership, unexpected prize leadership represents the relationship between completions certain tasks/practices by the adherents and get rewards from leaders. Likewise, dynamic leadership infers that the leader will execute discipline if adherents neglect to show required practices or finish certain errands. Those segments plainly clarify "a structure value-based leadership predictable with the fundamental suspicions of an equity approach, to be specific partition, self-governance, and standards of reasonableness in return" (Pentland, 2012).

All these are different styles of leadership. Organizational leaders adopt any of these styles to get work done through their employees. Their leadership style may impact

positively or negatively the motivation level of employees, resulting in increased or decreased performance respectively. It depends on the leader that how he portrays his/her style in front of employees and how this style is related to the motivational level of employees.

- **Cross Cultural Leadership**

Cross cultural leadership is not associated with any particular leadership style or its even not a single specific style of leadership, rather it's the role of leadership in varying situations and cultures (Frost and Walker, 2007). Individuals belonging to different cultures interact differently with each other and these varying interactions are tried to be understand through cross-cultural psychology (Abbe, et. al, 2007). Thus in order to understand the roles and interactions of global leaders who serve in international markets, cross cultural leadership has been developed, to fulfil the requirements of international organizations that require leaders to adjust quickly in varying situations and cultures to get work done by employees of those cultures (House, et. al, 2001). All this is done under one assumption that a manager successful in one culture or country may not necessarily be successful in other cultures and countries (Brodbeck, et. al, 2000; Javidan, et. al, 2006). Cross cultural leadership may have its relation with Hofstede's cultural dimensions which are guiding assumptions for leaders through which they can develop understanding of different cultures and can modify their leadership styles accordingly ( Hofstede and Hofstede, 2005).

Leadership literature is lack of formal definition of cross cultural leadership, thus there is not even a single definition provided by any researcher even not in the globe study. Thus it's only described in the context of two main factors; culture and organizational leadership. Although there is also no single definition of culture, it's mainly described in terms of values, norms, beliefs, shared motives and even common experiences interpreted by the people of that collective social setting. Hence the two components, organizational leadership and culture are tried to be discussed combined under a single umbrella of cross cultural leadership. Similarly, cross cultural leaders are given different titles like global leaders, international leaders, international executives etc. (House, et. al, 2001).

Although Osland, et. al, (2006) provided a definition of cross cultural leadership as global leadership and state that global leadership is a phenomenon of manipulating the thoughts, behaviours and attitudes of individuals in a global community in order to work collectively and synergistically for a common vision and shared goal. Different dimensions of global leadership are also provided like global business skills, global management skills, cross culture relationship building skills, values and traits, cognitive orientation and global visioning. Moreover Grisham and Walker (2008) also state that cross cultural leaders can adopt different or any of the dimensions of cross cultural leadership in order to perform effectively in global businesses, societies and groups. Javidan, et. al, (2006) also emphasis that global leadership is identified as an essential factor of success in booming multinational organizations, but it's the responsibility of organization to develop global leadership capabilities in leaders.

### **3.3 Why Leadership Is Important?**

Saint, et. al, (2010) state that the role of leadership is important in every business either it's profit oriented or a not for profit organization. In their study about health care system, it is found that successful leaders always focus on their roles situations because either these are the clients or patients, they cannot get satisfied services from staff unless leaders play their effective role. Thus no organization can perform well without the involvement of effective leaders and their leadership roles. David, et. al, (2008) also gives the similar views and state that environmental shifts and globalization has compelled the organizations to modify their strategies, however such strategic modifications are not successful in all organizations. Only those organizations are successful in which individuals successfully and effectively adopt the required behaviours essential to implement the modified strategies. It is found that organizations that were failed in implementing new strategies successfully have less satisfied clients as compared to those who have adopted the changes successfully. They argue that for successful implementation and modification of strategies, leadership is important to be involved effectively. Without significant contribution of leaders and their leadership roles organizations cannot be successful in emerging business world.

Waldman and Casimir (2007) also illustrate the importance of leadership and state that leadership has different traits, each having different level of importance associated with

them. Different organizations and different countries have varying preferences and perceptions about the importance of these traits, and such perceived importance is settled on the requirements of leadership role as well as the interpersonal norms of culture. Hence, in any form or trait, role of leadership is important in every organization and this role becomes even more significant in cross culture environments.

In a similar context, Soriano and Martinez (2007) investigated the influence of leadership on encouragement and development of groups and found that different styles of leadership like participative leadership and relationship leadership impose different impacts on the encouragement and development of groups. Between these two styles, relationship style leadership has even more positive impact, while some other styles resulting in negative influence on performance and development. Although some leaders fail to effectively contribute in the motivation and spirit of work teams but any kind of leadership is necessary for the organizations to keep their work teams functional and motivated. Leadership is just like a catalyst in work teams because it enhances the morale of groups, without it workers cannot perform well. Hence no organization can survive without having leadership practices.

Zimmermann, et al. (2008) further enhance the importance of leadership and argue that although leadership in any style and in any behaviour plays an important role in almost all organization settings but this importance even more increases in the particular organizational settings where virtual as well as face-to-face communications are in common practice. In work team's different leadership behaviours are found to be important in different settings but no work setting is found without the existence of leadership roles and behaviours. In some settings task oriented leadership becomes important while in others relationship oriented leadership depending on the setting and interactions of workforces. Regardless of the type of leadership and its behaviours it's a fact that leadership is vital for all work settings, no organizations can achieve its goals without having effective leadership practices.

Lunenburg (2011) also highlights the importance of leadership and states that in contrast to management that only focuses on the management of processes and operations of businesses, leadership manages and influences the workforce of the organization. As no work can be done without active and effective contribution of

workforce in business operations thus leadership is vital for the management of workforce. Employee will not perform in their best way unless leader will not influence and motivate them for the achievement of goals of the organization. Thus leadership is the most important component in any organization's success, and organizations should be well aware about this importance to be successful in today's highly competitive and globalised business world.

All these researchers have enhanced the importance of leadership in business organizations and work settings and conclude that business organizations cannot survive unless having sufficient leadership skills and practices.

### **3.4 Leadership and People Management**

Bush (2007) states that although management and leadership are two different concepts but still the ideology of management has common characteristics with leadership. The core purposes of both ideologies are quite similar, to make the work done through other people; the employees of the organization. Management is mainly focused on getting work done through employees while leadership focuses on influencing employee's actions to achieve leaders' desired goals. Thus the basic aim of both is intermingled, the ultimate fulfilment of organization's goals. Initially management was the center focus of all management studies but in recent decades this focus has been transferred towards leadership and its various characteristics. While in another study Bush (2008) argue that leadership and management are quite different concepts, move different paths but at the end reaches to a single end; the goal of organization. Leadership and management have influences on each other and studies starting from management leads towards leadership. Thus, leadership is not only about the influences on people's actions, but it also deals with the management of people at work.

Raelin (2004) also provided an analogous view and criticize the authors and researchers who distinguish managers from leaders. Raelin (2004) argues that most of the time leadership is disconnected with the realities of recent organizational environment by degrading the responsibilities of manger in the development of distinct lists between mangers and leaders. It is highlighted as a dualism approach originated by Abraham Zaleznik's article in Harvard Business Review during 1970s. Further this distinguishing idea was followed by many researchers and everyone started dealing these two as two

distinctive roles in organization. It is argued that leadership is something inbuilt or sometimes learnt by some managers, even with the fact that every manager is not the leader. Still leadership is nothing different from managing people at work by motivating them doing the work aimed by the leader.

Goleman (2000) states that leaders' particular focus is on getting results, thus all leadership trainings and programs are designed to manage people and organizations in an effective manner to reach the results. All leadership styles consisting of different components of management and emotional intelligence are focused on the working environment of the organizations. Working environments are nothing but a system formed through the combination of practices and workforces. Thus the ultimate focus of leadership is on managing the workforce of the organization in an intelligent manner. Although each leader having its distinctive style of leadership manage differently and have distinctive influence the working of employee and their motivational level.

While Kotter (2013) gives contradictory views and states that leadership and management are radically two different things, thus should be used interchangeably. Rather there should be a clear understanding of two distinct aspects of both. Leadership in contrast to management, which is all about the management of processes and producing products and services, deals with opportunities, empowerment, influences, motivation and people. The most important thing is the influences on the people of organization. Thus leadership manages people by influencing their behaviours and motivating them to achieve goals. Lunenburg (2011) further highlights the role of leadership in managing people and states that strong and effective leadership always manages people through their minds. It does not provide outlines and a well-defined path that they must just follow, rather it rules on the minds of individuals. Leaders influence people in an effective way that people themselves get managed for a shared common purpose and goal of organization. Thus leadership manages people through their emotions and motivation. Leaders motivate people towards the common and ultimate goal of the organization.

Yukl (2010) also contributes in evaluating the role of leadership in people management and states that leadership incorporates an exclusive set of functions and activities with an ultimate purpose of managing people in an effective and efficient way. Because the

core purpose of any business entity is get the best from its people and this can be only achieved when people made the organization's goal as their own one, and leadership plays its role in forming the mindsets of its individuals to align individual's goals with organization's goals. Only leaders can do this and they play their role making this happen actually. Thus leadership is quite important to get the goals of organizations achieved effectively and efficiently. No one can ignore the importance of leadership and its role in management of people. It is further argued that leadership uses its distinctive set of functions and activities to manage people. It tries to make relations, taking them in confidence, resolving their issues and making them feel the most important ones for the organization. In this way it not only is successful in managing people but also in achieving the ultimate purpose.

Thus all the studies discussed above highlights that leadership plays its important role in the management of people, while it manages people through its unique activities and functions. It influences people's behaviours and motivate them towards shared purposes and through building proper relations it successfully manages people in an effective and efficient way.

### **3.5 The Leader as Relationship Builder**

Baldoni (2007) states that the most effective leadership skill is to build relationships, since the goals have to be achieved together than all should move together as well. Common goals cannot be achieved alone, thus the successful leaders are well aware about this fact and they focus on building strong relationships with their subordinates. Komives, et. al, (2008) further highlights this fact and state that as leadership is all about dealing people and influencing their behaviours, thus it becomes vital for leaders to build relations with their subordinates. Hence depending on the particular style of leaders that whether they prefer to build relations with employee or not, because some leaders are just task oriented while others are relationship oriented. Relationship oriented leader's play their role in building relations with subordinates with a perspective that building relations means moving together towards attempting a common goal.

Edinger (2014) illustrates that how and why leaders build relationships with people and highlights that as organizations move towards advancements, leadership skills become

more important than the technical skills, because as leaders moves towards progress they become more dependent on their leadership capabilities and achieving goals through others. Thus this dependence even creates a challenge for leaders for their ability to work with and through other people. In such situations it becomes vital for leaders to build depth in their relationships, but leaders must be very careful about how this depth can be built. Leaders should focus on their treatments with people and should deal people as individuals not as job, task or output, because leaders are only successful if they are successful in building strong relations with individuals **at** work.

- **Building Relationships: Focusing Individuals not Power**

Little (2011) emphasis that leaders who are relationship oriented do not focus on their power rather they give preference to individuals, their expectations and values. Relationship oriented leaders are found to be more empathetic, tolerant and patient. Due to these characteristics they become successful in building relations with subordinates. They give importance to individuals' values and consider the impact of decision on all and try to build trust among employees. They prefer listening others opinions while making decisions and prefer making connections with people. Thus in this way they build strong and deep relations with individuals of organizations and such relationship oriented leadership is quite important and essential in modern work places having workforce diversity.

While Halpern (2015) called such leaders the transformational leaders and argues that transformational leaders are the good relationship builders, because transformational leadership is mainly focused on implementing novel ideas, keeping flexibility in order to adopt new changes and continuous improvement in relationships with people surrounding them. Moreover, transformational leaders build and improve relationships with individuals by implementing one or more elements linked with transformational leadership like; charisma, rational simulation, encouraging motivation and individual consideration. Key factors are also highlighted that should be considered by leaders to build strong relations with employees including removal of communication hurdles among employees and leaders, the history of relationship between both parties and the ability of leader to direct an individual's professional aims. Although organization

culture is one of the dominating elements in considering these factors, still all depends on the ability of leaders that how good they are in relationship building.

Baldoni (2007) illustrate that in international organizations having diverse workforce it becomes difficult for leaders to build successful relations but even more important than in organizations operating within national geographical boundaries. Thus leaders try to cope with the issues created by diversity and build relations with employees. Leaders build such relations through their effective communication, good leading qualities and most importantly by motivating and empowering employees.

Leaders play different roles to build strong and effective relationships with subordinates which are as follows:

- **Motivation and Empowerment**

Motivation is a traditional phrase associated with leadership, because leadership is all about influencing the behaviours of individuals at work. Thus such influences may be in any form either positive or negative. But the basic purpose of leadership is to motivate individuals so leaders should influence positively to keep the employees motivated and empowered. Leaders are not directly concerned with the assigned jobs and making people accountable to perform those jobs, rather they are focused to inject positive energy in processes through people. Thus they play their important role in motivating individuals and making them empowered (Edinger, 2014).

Helpern (2015) identifies the particular type of leadership that motivates individuals and states that transformational leaders inspire and motivate individuals by implementing one of the essential factor of transformational leadership; the inspirational motivation, whereas inspirational motivation incorporates creating the convincing depiction of future in the form of desired future state of individuals. Through development of such vision, transformational leader facilitates individuals to have a mean for developing commitment towards a shared goal which is the point of focus of all, and injecting a new feeling of success in them, thus leaders rely on this strategy to motivate employees.

Forsan (2012) emphasis that employees are the most important part of any organization and it's essential for organization to keep employees motivated. Thus leadership plays this role and motivates employees through different strategies and tactics. Martin (2006) adds that leaders adopt different styles to play this role depending on the preferences of leaders. While Hatcher (2002) illustrate that in adoption of particular style for leadership practices, culture has significant influence and leaders are require to adopt such style that may align with the cultural value and norms. Because when companies expand their operations in international markets, the involvement of multi culture workforce increases and due to this diversity leadership style become more critical if does not match the cultural values of employees. If discrepancies exist between cultural values of employees and leadership style, then it may have negative influence on motivation level of employees. Thus leaders are required to adopt the style carefully so that they can motivate employees effectively.

Researchers like Halpern (2015) identifies that the most effective leadership style in such scenarios is the transformational leadership because transformational leaders focus on building relations with employees, so relationship building reduces the differences between employees values and leaders' preferences. Transformational leaders mostly give importance to the particular values of employees, it help them motivate employees through their strong relationships. Fairholm and Fairholm (2009) also state that leaders should try to motivate employees by giving importance and respect to their values. Because in this way they would create confidence in their relation with employees and employees would be easily convinced from their strategies and in turn would be motivated for the leaders' goals.

Further Piepenburg (2011) also emphasis that one of the most important role played by leadership is to motivate the employees, because employee motivation is vital for the proper functioning as well as success of the organization. Thus leaders adopt different strategies to motivate employee and keep them motivated all the time so they can give the best of them and organization can achieve its goals. Arslan and Staub (2013) further adds that organizations cannot perform well without effective participation of leadership, while organizational performance is directly related with the motivational level of employees. Thus it may be in a way that without motivating employees, organizational performance is not possible and this motivation comes from

leadership. Employees are always motivated when they have a feeling of belongingness with the organization that will result in their job satisfaction. It means the satisfied employees are the most motivated employees thus leadership plays its role in satisfying employees through by fulfilling their expectations and resulting in their motivation. Amin, et. al (2013) also describes in a similar way stating that leadership style has a direct link with the motivation of employees which results in their job satisfaction. If leaders will have a positive influence on employees it will increase their motivation towards job and will have a positive impact on organizations' performance. Leaders should adopt leadership styles that are compatible with the expectations, values and norms of organization as well as employees. For this purpose, leaders are required to get knowledge and understand the cultural values of organization and cultural backgrounds of employees. This knowledge and understanding will help those building strong relationships with employees and help those motivating employees.

Hendricks (2014) states that transformational leaders not only build relations and motivate employees but they also empower employees by making them feel self-guided. Trust and business shrewdness are the cornerstone for building a work culture that not only form the work teams but also make them well informed, trained and decisive, that can be trusted by the organization. Such working environments are only created by leadership and among all transformational leaders are the most influential one in building such motivated and empowered teams. The study also highlights the ways through which transformational leaders empower their teams like encouraging employees in the moment of feedback, cultivating executive thinking and mentality in them, presenting new opportunities and challenges in front of them, respecting their comfort zones and giving them flexibility. Through these particular ways transformational leaders empower their teams, it may be terrifying sometimes but still depending on the abilities of leaders that how they positively utilize this empowerment.

Zhu, et. al, (2004) also highlights the relationship between leaders' behaviours and employees' commitment towards organization while employee empowerment playing a mediating role. The study state that leadership empowers employees which in turn create employee commitment towards organization. Michael, et. al, (2005) also adds that leadership empowers employees to improve the performance of organization through employee motivation and empowerment. Empowered employees are the best

to deal with customers and are best in creating customer satisfaction, because feeling of empowerment makes them feel the most important part of organization, so they do best in the interest of organization. Such empowerment is created by leadership and transformational leaders empower their subordinates by building strong and deep relationship with individuals.

### **3.6 Leadership Communication**

Vries, et. al, (2009) states that different leadership styles have different communication patterns like charismatic and relationship oriented leadership are more communicative in contrast to task oriented leadership which is less communicative while communication style also affecting the knowledge sharing behaviours, performance, satisfaction and employee's organizational commitment. Leaders' communication style impacts the desired leadership goals and outcomes. Leaders who are good in communication with employees are successful in building good relations with employees thus able to get the desired outcomes through employees. Clutterbuck and Hirst (2002) also highlights that communication is the most important part of all leadership components and management practices. Authors argue that leaders can become role models through their communication for employees and employees will definitely provide the desired outcomes. Thus leaders use this tool effectively to build relations and motivate employees. Authors further argue that only those leaders and managers are successful in organizations that have good and effective communication skills because leadership is all about dealing people and no leader can be successful without having good communication skills to deal people. Zerfass and Huck (2007) also emphasis that strategic communication is one of the most important drivers of success for organization so leaders use good communication skills in order to manage their interactions with all stakeholders of organization. Authors also argue that leadership communication also plays an important and new role in mitigating the diversity issues in today's' innovative and diverse business environments. Leadership communication aggregates the social, affective, cognitive and co native dimensions of innovation and effectively engages employees in innovation processes.

Neufeld, et. al, (2010) also illustrates that leadership communication has a direct relation with leader performance and leader performance is dependent on the

performance of subordinates under his/her influence. Authors argue that it's the core responsibility of leaders to have effective communication skills so that they can contribute positively in organization performance. Thus leaders irrespective of their leadership style focus on their communication skills so that they can have better relations with their employees. Further it's a fact that leaders influence employees through their personal deeds and communication abilities, thus inspiring and motivating employees. But at the same time poor communication may destroy the morale of employees and resulting in de motivation of employees. Authors argue that leadership communication is as much important as the ingredients for product formation thus leaders focus more on their communication skills.

Hackman and Johnson (2013) state that leadership is an exceptional appearance of human communication as leadership is all about who the leaders are and how they act and how they work with others, thus this is strongly associated with their communication patterns. The most important part of leadership in organization is their dealing with others because leaders cannot move alone rather they have teams that are consisted of their followers or inspirers. Thus they have to critically evaluate their communication skills so they can build confidence among others. Authors further argue that leaders utilize their communication skills in order to get the desired outcomes from subordinates. Leaders modify the attitudes and behaviors of employees through their communication, because leadership often leads towards effective change and such changes are only possible when attitudes and behaviours of individuals are changed. Thus leaders effectively and efficiently utilize their communication skills to modify behaviours and attitudes in order to achieve the proposed goals.

Fairhurst (2008) illustrates that with an emergence of globalization and changes in business patterns of organizations the focus of leadership has been shifted towards leadership psychology. Thus discursive leadership is treated as a best alternative to leadership communication. Leaders practice discursive view of leadership for effective communication skills to have the abilities of mitigating with changes scenarios. Changes business world have increased the involvement of diverse workforce and multi culture aspects in organizations specially the ones which are operating or planning to operate in international markets. Thus lots of issues are also becoming the challenge for such organizations and leaders are require to focus on their leadership communication

skills to cope with these issues. Author further emphasis that cultural discrepancies are a hurdle for employee motivation and their performance, so leaders can remove these hurdles through removing the communication barriers by having effective communication skills.

Putnam and Nicotera (2009) state that organizations are based on theories and theories are based on communication. Thus communication is one of the most important components in the formation of any organization. Leaders are the cornerstone who performs the communication role effectively in organization. Authors argue that whether it's the matter of building theories or a matter of implementing theories, communication is vital to have an effective role in all this. Thus leaders utilize the best possible and the most effective communication skills because the whole performance and survival of organization depends on it. Leadership communication is just like oxygen, necessary for the survival of organization because it affects directly as well as indirectly the performance and motivational level of employees. So, leaders use this skill as a tool to get the best from subordinated in order to achieve their desired outcomes.

### **3.7 Leading Teams**

Pentland (2012) states that leaders always try to have teams full of energy, innovation and shared commitment; as a whole a high performing aggregation of individuals, so that they can achieve in the best possible manner. But it's a fact that creativity may be already present in the team members but their energy and shared commitment solely depends on the skills of leaders that how they lead the team. Even the creativity may destroy in the presence of poor leading skills of leaders. Leaders are required to not only build most efficient teams but also lead them well. In the presence of diverse team members these skills become even more critical and sometimes challenging for leaders. Thus in international organizations leaders are more committed towards their leadership skills.

Hackman (2002) further adds that work teams fail to perform well when leaders change their focus from important things towards wrong ones during team building and team leading. The leaders' primary responsibility is to make the establishment of team possible in the basis of well trajectory and then to make required adjustments all along

the way of achieving the goal by making the members successful. It is argued that no leader can make a team perfect to perform well rather they can create conditions that enhance the likelihood of best performance. Leading team is not an easy task hence there are better and worse times to interact with teams depending on the leading abilities of leaders that how much they are able to identify the best times. Leading teams doesn't makes sense that leader can go and interrupt the team any time rather they should inspire and motivate the members to perform their best and then wait for the best time to intervene with the team. Team leaders enhance the performance of teams by strengthening their feelings of empowerment.

Similar view is given by Kirkman and Rosen (2001) stating that leaders can enhance the performance of teams by empowering employees working as team members. Empowered team members can even enhance the performance thus making leader's leadership skills more effective. Leaders leading the empowered employees are found to be more successful in achieving organizations goals because empowered teams are proved to be more productive and upbeat than the others not empowered by their leaders. Thus leaders lead teams through their effective strategies and organizations cannot get the work done through teams without the presence of effective leaders that can lead them in best way. Malhotra, et. al, (2007) state that dispersed and diverse teams impose challenges for leaders and makes team leading even more difficult. But leaders can successfully lead such teams by establishing and building trust through effective communication skills, ensuring that diversity is good for organization, managing work life cycles, monitoring team performance at best times, enhancing the participation of all team members within the team and also in the overall organization and enabling members to get benefits from team working. Leaders leading through these practices may be the best leaders in achieving the desired outcomes. Such leaders can make the diversity as a positive factor of team performance and success.

Hackman and Wageman (2005) also highlight the key features through which leaders can lead the team in best possible manner including focusing on the functions of team rather than focusing on the particular styles and behaviours of leaders, identifying the specific times of team performance when leader intervention may prove to be effective and explicating the conditions that can facilitate the team performance. By focusing on these features leaders can lead the team best while ignoring these can

harm the leadership and can mislead the team resulting a disastrous decline in team performance. In another study Hackman and Wageman (2007) state that there are some particular don't that leaders should avoid while leading teams. They argue that if leaders focus on conditions that can have negative impact on team performance and ignoring such conditions may make their leadership even more effective. The study describes some don'ts that should be avoided by the leaders stating that leaders should avoid those conditions where their leadership doesn't make any difference. Further leaders should avoid focusing on the personal traits of leaders rather they should focus on those personal attributes that can affect the outcomes. They should not follow the traditional success features of other leaders, because one thing good in one situation may be poor in other situation. So they should focus on the good and poor qualities of leadership. Leaders should not think about the leader follower relationship rather they should create a feeling of self leading behaviors in team members. Through avoiding these features leaders can lead the teams well.

Oleary, et. al, (2011) further enhance the idea of leading teams in organizations having multiple team membership and state that most of the time in recent scenario, organizations incorporate multiple team members while designing teams in order to boost individual as well as team efficiency and learning, but this arrangement increases the pressure on leaders and they are require to have even more efficient skills to lead teams. Authors argue that leaders can balance the number and diversity of team members by efficiently leading teams in order to enhance the productivity of team and organization.

### **3.8 Leadership in Saudi Airlines**

Saudi Arabian airlines started from a single twin engine DC-3 (Dakota) HZ-AXX received as a gift from US president in 1945, now owns one hundred and nineteen aircrafts including some highly advanced and latest aircrafts. Although the journey is quite long and company has faced lots of fluctuations during this journey but no doubt today's success is just due to the effective leadership skills of leaders of Saudi airlines (Saudiairlines, 2015).

According to Aldharab, et. al, (2013) Saudi Airlines have centralized organizational structure thus all decision making is done at top level. Recently Saudi

airline has made lots of improvements in its organizational structure and offered services that show the active participation of leadership in business operations. But still the company is facing high employee turnover rate that depicts the weak leadership qualities of the organization. On the other hand there are various opportunities prevailing in the market that the company is still unable to prevail, thus having a lack of effective leadership and decision making skills by organizations stakeholders. The other companies in the international market are a threat for Saudi airlines in the presence of weak leadership of organization. The organizational structure of Saudi airlines is itself an opportunity for company to enhance its performance because it lacks well organized human resource management and leadership practices. The company is surrounded by its cultural values and have most of the top management in control of local executives irrespective of their inefficiency in leadership skills. That's the reason the company is still among the followers in the industry and fails to make its mark in business world. Prince Fahad AlAbdullah serving as a prime aviation authority controls most of the decision making of the company. Thus decisions are controlled by top authorities without any involvement of subordinates (Aldharrab, et. al, 2013).

Almutairi (2013) states that like all other business organizations, in Saudi Airlines the leadership style of organizational leaders have a direct influence on organizational commitment of employees. But unfortunately the company is showing high employee turnover rate, which is the sign of low organizational commitment from employees. Thus it means Saudi Airline leaders are not successful in creating employee commitment towards organization and are negatively impacting the organizational commitment of the company staff. This relationship and high turnover rate clearly depicts the lack of leadership in Saudi Airlines. Alkhatib (2013) further highlights this fact and states that Saudi Airline is lack of employee motivation and satisfaction which in turn affects the customer satisfaction of company. It is further argued the two main reasons of this issue which are the relative large size of the company and presence of strong bureaucracy in its structure. Thus the bureaucratic structure lacks the effective leadership qualities and slows down the adoption of require changes and implementation of new HRM practices in the organization.

Aldharrab, et. al, (2013) also indicate that Saudi Airline needs lots of structural changes and there is a significant need of good leadership practices in the company.

Company requires an immediate reduction in hierarchical structure and reduction in bureaucratic level of organization. Such organizational structure has created a gap between employees and organizations management that results in employee dissatisfaction. Alkhatib (2013) further argues that company should take few steps in order to improve its organizational leadership like modification in company's policies and leadership strategies that can enhance innovation in the company, identifying the employees needs and expectations and aligning these needs and expectations with that of the company strategy, making strategies that can reduce the level of bureaucracy and most importantly implementing change in firm culture. Almutairi (2013) states that the organizational cultural change in Saudi Airlines is quite essential for its survival in international market, thus the new culture should contain effective leadership that can identify employees as the basic component of success for the organization. Leaders can form a new culture of trust; faith and respect for employee's values that can help implement new strategic changes in the organization.

Alkhatib (2013) further highlights that cultural change in Saudi Airlines can influence employees' attitudes and behaviours in a way to ensure organizational commitment and achieving organizational goals as shared objectives. The study further highlights that the reward system in Saudi Airlines also need critical changes, as the ineffective and inefficient reward system can negatively impact the recruitment of talented individuals and the motivation of employees. Saudi Airlines existing reward system is just based on the number of years of service of the employees without considering their role, performance and attitude towards job. Thus a lack of good leadership skills is clear in Saudi Airlines that can identify and reward employees on their performance basis so that the talented employee can be more motivated.

Studies conducted by Aldharrab, et. al, (2013), Almutairi (2013) and Alkhatib (2013) identify all the fact that can highlight the lack of leadership in Saudi Airlines. While lack of leadership and presence of highly bureaucratic culture in the company is directly impacting the employee satisfaction, motivation and performance which in turn results in poor performance of the organization? Further having a centralized structure and long hierarchies makes the decision making process limited to the top authorities of the organization, thus controlling the innovation and creating hurdles for innovative and required changes in business functions. Although company is having lower price

strategy but still it's not successful in making its mark in the industry just because of the lack of leadership and effective leadership practices in the company as compare to the other European, American and other international Airlines.

- **Recent New Appointments in Saudi Airline**

Arab News (2015) announced new appointments announced by Saudi Airlines, which are as follows.

- 4 Abdul Mohsen Junaid as a new CEO.
- 5 Abdul Rahman bin Hamad Al Fahad as a new Vice president for public relations.
- 6 Al Fahad working as an active capacity that would be confirmed later on.
- 7 Abdul Aziz al Hasmi as a new chief executive officer.
- 8 Khalid al Balawi as a new vice president of sales and executive vice president of commerce.
- 9 Khalid al Shamsi as a new vice president of Air operations.

All this hiring and appointments are still based on bureaucratic and hierarchical culture of the organization as Saudi chief has declared the chains for who will report to whom, thus lacking a culture of strong leadership.

### **3.9 Leadership in British Airways**

The flag carrier airline of UK, the British Airways has been considered the largest British Airline since 1974 to 2008 until the low-cost rival Easy Jet placed its foot in the industry. During its business journey till now it has made many structural as well as strategic changes in the organization, including its privatization in 1980s, including some financial difficulties in 2009. During 2008 it took some merger decisions and the company was merging with few others airlines like Iberia Airlines, American Airlines and Qantas. But these merger decisions were not the most efficient decisions for the company, and some other incidents like Eyjafjallajokull volcano eruption affected the companies' interactions with other international airlines, and all these resulting in a great loss for British Airways. All these incidents require effective leadership skills and efficient decision making (Rath, 2012).

Drabble (2013) discussed about Matt Butler; the hero leader at British Airways and states that the success ingredient of British Airways is its leaders including Matt Butler, who made effective and efficient timely changes in the company and made the company one of the successful companies in Airline industry through his decision making. Such leaders learn leadership skills from their experience as well as developing knowledge about good and effective leadership skills. Leaders cannot work alone and even cannot put the entire burden on their staff rather they have to make few life changes decisions almost all the time. They work through teams, by teams and with teams. This was the strategic thin king of British Airways leaders that made it the successful airline in international market.

- **‘High Performance Leadership’ Model**

Steps (2014) reported that British Airways has initiated a high performance leadership model for making adjustments according to the changes environment, so that the company may accomplish and distribute its business approaches in best possible ways. Almost 1000 middle managers were taught the practical implication of leadership capabilities. British Airways considers leadership behaviours as a key driver for success, thus the organization have developed three different leadership capabilities in order to introduce the new model and help the individuals of organization in creating a high performance culture. Even these leadership capabilities are included in the management performance process and managers are required performing accordingly; measuring their performance in comparison to the capabilities.

- **Lord Marshall:” Transforming British Airways from Sleeping Giant into a World Leader”**

Calder (2012) states that almost thirty years ago British Airways was only a loss making dishonor for the country until Colin Marshall joined the organization in 1983. Initially he had to face lots of problems and criticism in order to make drastic changes in the structure as well as strategies of the organization but after a tireless effort of a decade, he successfully achieved the desired results; reflected in today’s success stories of British Airways. All this was happened due to the strategic intelligence of a great leader, who transformed the company into a world leader. Thus organizations always

require effective leadership and best possible efficient leadership practices in order to achieve the desired results that can make a mark in the industry. Especially in today's rapidly changes scenario timely changes and efficient decision making is quite essential for touching the mile stones. Thus leaders like Marshall realize the importance of time and timely changes according to the need of emerging world and successfully make the organizations as benchmark in the industry. Due to such great leaders British Airways is today touching its marks and leaving foot prints for the followers.

Rickard (2013) states that today airlines industry is having fierce competition and companies are required to have effective leadership to survive in the industry. British Airways is among one of the most trusted and preferred airline service in international market, but still some bad leadership practices may harm the performance of employees, which in turn may harm the customer satisfaction level by providing less satisfactory services. In recent years even the most successful businesses like British Airlines have to take critical steps to make changes according to the emerging business world and diverse customer demands. If they are failing to do so, they will fail to survive in the market. Despite some minor bad experiences through British Airlines, that are minor in front of the overall service of the company, British Airways is a true picture of best leadership practices. But still leaders are required to remain active all the time in order to cope with the challenges.

- **Change Management at British Airways**

Agbanrin (2014) states that during its journey from 1974 till now, British Airways has made lots of changes in its structure and business operations in the form of offensive consolidation, privatization, expansion and defensive consolidation. Although many of these changes were initially a huge financial burden for the company like consolidating the mixture of aircraft and corporate culture and then moving towards privatization, but the results were charming. Foremost changes to brand, corporate culture and fleet transformed the organization into exceedingly profitable international airline. But the company was faced with disastrous decline in profits during 1990s due to increase in oil prices as well as 9/11 attack caused the profits and share price declined almost 50%, still the leadership of British Airways remained hopeful and made huge changes in its market treatments and improved the profits (Calder, 2012). Then again

in 2009, the company was hit by historically huge losses due to increase in fuel cost and intensively increasing competition in the market. All these facts made the organization thinking about cultural change and two programs were designed and implemented in the company, PPF; putting people first and MPF; managing people first (Rickard, 2013).

- **Cultural Transformation in British Airways**

Agbanrin (2014) reports that British Airways designed and implemented two cultural changing programs named as PPF (Putting people first) and MPF (Managing people first). Employees were guided to attend the programs and to modify their attitudes by allocating them in cross functional teams. The hierarchal culture of the organization was challenged and employees were instructed that how they can help changing the culture by changing their own attitudes. Further the staffs were encouraged to be positive with their own selves by teaching them to handle stress more effectively. Employees were also taught to be able to set their personal goals and making a motto “we are putting people first” created the feeling of care among employees.

Steps (2014) further adds that Marshal; the great leader of British Airways, attended the PPF courses in order to facilitate the changes in culture. Through this course he was able to have a direct contact with staff, thus removing the hurdles of hierarchal culture. Employee relations were improved by making changes in their shift timings and staff adjustments. While the second program MPF was to target the managerial employees of the organization and their behaviours were changed according to a list of proposed factors. The list of factors was constructed by consultants including factors like care and trust, encouraging achievements, making influence through team working and personal distinction and clarity & helpfulness. Reward system was introduced for managerial employees and some other similar programs were also introduced with the passage of time to have effective functioning and performance of all staff in order to make huge cultural changes in the organization.

- **Leadership Transformation in British Airways**

Calder (2012) states that during 1980s several leadership changes were made in the British Airways including Colin Marshal in 1983, as a new CEO of the company. Marshall was proved as an asset for the company that set the organization for gaining future benefits. He made several strategic changes in the company and transformed the company from being a transportation business into a customer service and customer caring business. Some other changes made by Marshal include significant downsizing and the ideology of leading from the front. Such changes resulted in cost reduction, improvement in customer satisfaction, highly increasing profits and most importantly a positive increase in staff morale.

Agbanrin (2014) mentions some other leaders that made remarkable changes in British Airways including Bob Ayling in 1996 who made strategic alliances and new investment in other airlines, Rod Eddington in 2000 and Willie Walsh in 2005. All these leaders were proved to have the best leadership practices and made such positive changes in the company that within few years the company was again as a no. 1 profit making international airline of the world. All these leaders were aware about the importance of leadership skills and leadership practices necessary at critical times of business life cycles. Companies having such leaders can never remain in tough time for a very long period. Fluctuations become temporary in the presence of effective leadership if leaders are well aware about the need of sudden changes in order to adjust with the changing scenario of globalised business world.

Despite the fact that British Airways has faced several down turns in its journey from 1974 till now, but it has cope with all the challenges due to its strong leadership practices. That's the reason that British Airways is now one of the most successful airline companies in the world, hence proving the role of leadership in the success of any organization.

### **3.10 Leadership in Saudi Airlines VS. Leadership in British Airways**

Studies conducted by Aldharab, et. al, (2013), Almutairi (2013), Alkhatib (2013), Rath (2012), Drabble (2013), Steps (2014), Calder (2012), Rickard (2013) and Agbanrin (2014) indicate the huge difference in leadership of two airline companies; the British Airways and the Saudi Airlines. The differences can be compared in the following ways.

### **i. Organizational Structure**

Saudi Airlines is having a hierarchal organizational structure while British Airways has reduced the hierarchies during its structural change proposed and implemented by its leaders. Thus the hierarchal structure of Saudi Airline makes it the formal structure of followers with no participation from employees (Almutairi, 2013). While leaders in British Airways removed hurdles between management and staff communication, so that the employees can interact with leaders and help them implement the changes proposed by leaders. Because changes cannot be successfully implemented unless the behaviours and attitudes of employees are changed, and employees are only ready to change their behaviours and attitudes when they have good relations with their leaders. While hierarchal structures are draw back in making good relations with employees, that's the major difference in organizational structure of two airline companies (Rath, 2012).

### **ii. Decision Making**

Saudi Airline has bureaucratic culture thus all decision making is done at the top level of organization. Decisions are made by higher authorities and implemented by employees just as the authorities want them to implement. Employees are not allowed to make their opinions about decisions rather they just have to follow the instructions of authorities. Strong bureaucratic culture has made the leadership practices very poor in the organization (Alkhatib, 2013). While British Airways is having very effective leadership practices which help the organization transformed itself from a loss making company into a highly profitable organization. A good example of great leadership is Marshall, Bob Ayling, Rod Eddington and Willie Walsh, who did effective strategic changes in the organization while making decisions considering the values of employees as respectable (Drabble, 2013).

### **iii. Change Management**

British Airways has set the best examples of change management not only in the airline industry but also in the business world across the globe. The company is ready all the time for making changes according to the demands of industry and emerging business world. British Airways introduced two change programs named as PPF and MPF under a change management program, designed and implemented by the leaders of the organization. Leaders also attend the programs in order to have direct interactions with employees (Steps, 2014). While Saudi Airline's bureaucratic culture is a huge hurdle for adopting changes. There is no significant change management program introduced or implemented by the company in recent years. Although Saudi Airline has made few changes in hiring of staff and hired diverse workforce but still this change is not enough, and there is strong need of effective leadership for making efficient and timely changes in order to cope with the emerging issues of global business world (Aldharrab, et. al, 2013).

#### **iv. Cultural Transformation**

British Airways introduced cultural change program and employees are trained to change their attitudes and behaviours in order to successfully implement the changes in corporate culture. Such cultural changes are not imposed on the employees rather leaders make relations with the employees and inspire them to change their attitudes and behaviours (Calder, 2012). While Saudi Airline has a formal and bureaucratic culture since its formation till now and there is a lack of good leadership practices that may introduce and implement any cultural changes in the company. Beside some minor changes there are no significant efforts to change the corporate culture of Saudi Airlines (Almutairi, 2013).

#### **v. Leadership Transformation**

Saudi Airlines has announced new appointments for many major positions of the company, but still the decisions for these appointments are made by top authorities. New appointments are made despite considering the leadership qualities of persons being selected for serving at these positions. If they are selected on their leadership basis, they may bring significant positive changes in the company. But just changing the positions does not bring the change in the performance of organization, unless effective leadership efforts are made (Aldharrab, et. al, 2013) While in British Airways

leaders are concerned about their leadership roles and after facing fluctuations in business outcomes, company did leadership transformation that brought significant positive changes resulting in an increase in profits of the company (Agbanrin, 2014).

Looking at all these huge differences in leadership structure, practices and skills of both airline companies, it's clear that Saudi Airlines requires good leadership for mitigating the increasing challenges in international markets, while British Airways has made its mark in the business world just because of its leaders and their effective leadership practices.

### **3.11 Leadership Approaches**

According to Amanchukwu, et. al, (2015) leaders use different approaches to motivate and inspire followers. Leadership does not have a single universal style that can be best fitted in all situations; rather leadership has different styles and approaches according to the suitability of organizations, situations, individuals or working teams. Thus it is necessary to have a complete understanding and knowledge of various approaches of leadership because such knowledge increases the efficiency of leaders. Some leadership approaches are as follows.

- **Autocratic Leadership**

Autocratic leadership is intense shape of transactional style of leadership in which leaders hold the complete power upon their subordinate. Employees have very few or even no opportunity to give their opinions. Autocratic leadership is efficient in a way that decisions are made and implemented quickly. This approach is used most of the time in crises situations when it is required to make decisions quickly (Santrock, 2007).

- **Bureaucratic Leadership**

In this approach rules are followed rigorously and employees are compelled to follow the procedure exactly. Mostly this approach is applied in organization where serious safety issues are involved. Bureaucratic leadership is also implemented in organization where routine tasks are performed. But this approach restricts the flexibility, innovation and creativity of teams and working groups (Shaefer, 2005).

- **Charismatic Leadership**

Charismatic leadership also known as transformational leadership inspires and motivates employees in their teams. This approach creates expectations from both sides e.g. followers and leaders. Charismatic leaders are good in creating commitment in their team members that result in increased performance and goal achievement. The dark side of this leadership approach is the confidence of leaders that makes him believe s/he cannot do anything wrong which can sometimes destroy the team or even harm the overall performance of the organization (Goodnight,2011).

- **Laissez Faire Leadership**

This leadership approach allows the employees to do a job on their own, so it may be the best or in some situations the worst style of leadership. Leaders practicing this approach relinquish responsibilities and ignore decision making, while giving complete freedom to the teams to get the work done and setting their own deadlines. This approach may be effective if leaders play their monitoring roles and providing timely feed back to the team members. One advantage of this approach is an increase in job satisfaction of employees by giving them the autonym to lead thus increasing the productivity of teams. But this approach may be proved disastrous if team members are lacking of knowledge, motivation, time management skills and efficiency to do the work effectively (Ololube, 2012).

- **Transactional Leadership**

This leadership approach is based on the idea that team members have to obey the leaders since they accepted their jobs in organizations. The transactional leaders have the mindset that organization compensates the employees for their efforts made for the organizations, so the leaders can punish the team members if they do not work according to the standers. This leadership approach has minimalistic relationships between leaders and their team members (Chaudhry and Javed, 2012).

### **3.12Contingency Leadership**

Contingency leadership is based on the idea that there is not a single universal best way to organize and lead the organization and any organizational or leadership

style best suitable in one situation may not necessarily be successful and effective in other situation. Contingency leadership is not based on any single theory rather it's a complete class of behavioural theories of leadership (House, et. al, 2002).

According to Yukl (2002) the five contingency theories in leadership are as follows:

- I. Fielder's Least Preferred Co-Worker (LPC) Theory
- II. Evan's Path Goal Theory
- III. Kerr And Jermier's Leadership Substitutes Theory &
- IV. Fielder Et Al's Cognitive Resource Theory.

### **I. Fielder's Least Preferred Co-Worker (LPC) Theory**

LPC theory has following assumptions:

1. Leaders are preferred between task oriented and people oriented.
2. Relationships, work structure and power are the three main driving factors of leadership style.

Fielder purposed a LPC scoring for leaders in order to find the efficiency and effectiveness of leaders in organizations. In views of Fielder leader effectiveness can be best determined by their stress levels, because in stressful situations mostly leaders are unable to focus on their intellectual abilities and working relations. Thus Fielder introduced a LPC scale that is used as an instrument to measure leaders' orientation (House, et. al, 2002). Fielder's contingency model is applied in three steps using a sequence of bipolar scales of 1 - 8, which is as follows.

Unfriendly 1 2 3 4 5 6 7 8 Friendly

Uncooperative 1 2 3 4 5 6 7 8 cooperative

Hostile 1 2 3 4 5 6 7 8 supportive

Guarded 1 2 3 4 5 6 7 8 open and so on.

Leaders are preferred on the basis of high or low LPC score e.g. high score indicates that the leader is people oriented and preferred relationship while a low

support indicates that the leader is task oriented and thus not prefer relationship (Yukl, 2002).

Although Fiedler's contingency model is effective in measuring leadership orientation but there are lots of criticisms including the lack of flexibility in the model. Because according to Fiedler leaders have fixed natural leadership styles that can be changed according to the situations thus in new situation the leader should be changed. He did not assume flexibility in leaders' leadership style. Another drawback of the LPC scale is that if any leader is scored at middle, it would be difficult to make exact decision about the leader (House, et. al, 2002).

## **II. Evan's Path Goal Theory**

Path goal theory is also known as path goal model, assuming that leaders' behaviour is conditional to the motivation, satisfaction and performance of subordinates. Path goal theory is considered as a form of transactional leadership style because according to the theory leader rewards and facilitate effective performance. The theory can be simplified in a way that the leader provides the path to subordinates by motivating and facilitating them and subordinates then achieve the organizational goals through their effective performance (Fry, 2003).

According to Judge, et. al, (2004) path goal theory is not a complicated or lengthy process, following just three crucial steps like; first determining the worker and environmental distinctiveness, then selecting a leadership style and in the end focusing on factors that can motivate employees to make them succeed in achieving goals. These paths can be as follows:

### **1. Considering**

- Worker characteristics
- Working environment characteristics

### **2. Selecting leadership style**

- Directive
- Participative
- Supportive
- Achievement oriented

### **3. Focusing on Motivation**

- Defining goals
- Illustrating path
- Eradicating hurdles
- Providing support

Northouse (2013) states that path goal theory can be best understood as a procedure in which leaders choose particular behaviours that are best suitable for employees' needs as well as the working environment in order to guide the employees in best manner towards a path leading to their goal attainment.

Chemers (2014) states that in contrast to Fiedler's contingency model that assumes no flexibility in leadership style, the path goal theory assumes that leaders are flexible in their choice of leadership styles, depending on the requirement of situation. Thus the theory emphasizes that although leaders have particular leadership styles as a part of their nature but still the nurture (experience) of leaders made them flexible to adjust according to the situations.

### **III. Kerr And Jermier's Leadership Substitutes Theory**

Kerr and Jermier proposed substitutes for leadership theory in 1978 based on the idea that varying situational factors may act as enhancers, neutralizers or substitutes for leader behaviours, while substitutes are particular variables that reduce the need of leadership for subordinates and reduce subordinates dependence on leader (Dionne, et. al, 2002). According to Fry (2003) such substitutes may be in different forms like workers' capabilities, workers' specialized orientation, certain routine tasks, tasks presenting their own feedbacks, tasks based on intrinsic satisfaction, cohesive work teams and self-organized work teams. While enhancers may increase the effect of leadership on workers' performance including the characteristics of workers, task or organizations, that are not part of routine operations.

Aminuddin, et. al, (2008) explain neutralizers as those variables that may weaken or even block the leaders' leadership influence on workers' performance. Such

neutralizers may be in the form of workers' characteristics or decisions of organization that may have no direct link with the leader.

#### **IV. Cognitive Resource Theory**

Cognitive resource theory developed by Fred Fiedler and Joe Garcia in 1987 is a leadership theory related to industrial and organizational psychology. It's a reformation of Fiedler's contingency model thus focusing on the stress of leaders in relation to their intelligence and experiences. Basic theme of theory is that stress destroys rationality and leaders ability of logical and analytical thinking, although leaders' intelligence and experience may have a positive influence on his stress handling ability (Judge, et. al, 2004). Isaac (2010) states that intelligence is positively related with the performance of an individual, thus in teams the intelligence of leader plays an important role in determining the performance of the team depending on the motivation level of leader as well as employees. Cognitive ability of leader is only beneficial for team performance if leader possesses directive approach. Because when leaders are good in their planning and decision making ability they just have to implement those plans and decision without considering the acceptability by members.

Fiedler and Gibson (2001) state that stress negatively affects the relationship between leaders' intelligence and their decision making ability, as intelligence is fully functional in low stress situations while in high stress situations leaders' intelligence makes no difference and even unable to make effective decisions. Reason behind this negative relation may be the rational thinking of intelligent person. Experience may play a positive role in highly stressful situations because experienced leaders may be able to handle the situation and make effective decisions based on their prior experiences. Intelligent leader may keep finding multiple solutions in order to find the best one while an experienced leader would be able to find a single most suitable situation. Thus cognitive resource theory assumes that leaders' intelligence and experience have deep influence on the performance of team members as well as the outcome of team.

#### **3.13. Culture & Leadership**

Hatcher (2002) state that that the most important factor for a winning business strategy is the deep knowledge and understanding of foreign cultures. With the emerging concept of globalization and the advancements of business operations of companies towards international markets, the role of culture in business activities has been increased dramatically. It is argued that there is strong need for understanding the role of culture in organizations and their leadership practices. Leaders cannot implement their standard strategies in different cultures rather they are required to make changes accordingly. As leaders have to interact directly with the subordinates thus in the presence of diverse workforce, leaders should understand the cultural differences and gain knowledge about different cultures in order to lead the teams effectively.

Edgar Schein; a bestselling author, reported by Kuppler (2014), states that “culture” is not just an emerging concept rather it’s an important factor effecting the behaviours of individuals. Employee’s behaviours are not driven by their personalities but through their cultural values and practices. Most of the time the word ‘culture’ is misused and people perceive it just as a surface phenomenon, rather they should be able to understand that culture is the core; people live in culture, display their culture and always driven by their culture. Just like every organization has its own specific culture that employees must adopt, employees are also belonged to their specific cultures, especially in international organization. Thus leaders should be aware of this fact and should lead the subordinates accordingly.

Naile and Selesho (2014) also give similar views and state that culture has a direct effect on team performance and leaders should adopt leadership styles according to the values and expectations of employees based on their cultural preferences. Culture plays its vital role in designing the leadership style for leading teams to get the desired results. Companies should be well aware about the cultural differences while moving beyond their national geographical boundaries. Fairholm and Fairholm (2009) further continue that culture has a direct relation with the motivation level of employees, thus leadership is also directly linked with the culture. Because if leaders will successfully realize the cultural values of diverse workforce they will be able to motivate the employees while leaders who fail to understand the importance of culture also fail in motivating employees.

Piepenburg (2011) argue that in globalised world cultural diversity is very common, while companies facing challenges in order to handle the diversity effectively. Leadership has to play its positive and effective role in mitigating these challenges. Thus, leadership and culture are having deep relations in a way that leaders must make direct relations with employees while employees are driven by their cultures. Thus in global business world global leadership is also necessary. Leaders can better handle such challenges by gaining knowledge about the culture in which company is operating or planning to operate.

Arslan and Staub (2013) state that although leadership is vital for the survival of any organization, but its role becomes even more critical in multinational organizations having diverse workforce with multi-cultural backgrounds. Leaders have to be more careful about their choice of leadership style because if their leadership practices would be contradicting the cultural values of employees, it may reduce their motivation level resulting in poor performance of organization. Earl (2003) states that Hofstede's cultural dimensions are best for leaders in order to understand different cultures in the world, thus leaders should create cultural knowledge through Hofstede's cultural dimensions before leading diverse work teams of multinational organizations. Leaders cannot ignore the effect of culture on their working teams and should implement leadership strategies keeping this fact in mind, otherwise getting fail in achievement of desired results. Leaders should respect employees' cultural values, norms and their expectations in order to make strong and deep relations with them.

All these studies highlight the relationship between culture and leadership, emphasizing that leaders should gain knowledge about different cultures so that they can lead diverse work teams effectively.

### **3.14. Business Culture in the Middle East**

Vollmer (2015) highlights that the business practices in Middle East are far different from the West. Middle East consisting of regions stretches from Egypt to Turkey to Iran including Saudi Arabia and some other Arab Estates depicts a cultural history of more than 10,000 years old. As a birthplace of some major civilizations, today it is populated with majority of Muslim population almost 91% including 63% Arab speaking and young population. Middle Eastern culture consists of various ethnic

groups including Turks, Kurds, Persians, Armenians and Jews as well as majority of Arabs. Life in Middle East is not as fast as in West; thus, business relations are also built quite slowly.

Irfan (2010) further illustrate that in Middle East you need to invest huge time in order to make relations with people with whom you are going to do business. He argue that Middle East business culture is quite personal largely based on good manners, thus building trust and strong personal relationships is quite essential there. There are some specific things need to be considered while making good personal relationships with your business partners like asking about the health, family and children. Secondly it's important to give respect to seniors and those who are in authority. Special greetings are made while meeting people and religious values are respected at great extent. Aslani, et. al, (2013) states that the pace of life in Middle East is slow as compared to the west, and work is interrupted by religious practices and events. In Middle East specially in Saudi Arabia, Islam is the one and only religion allowed by the state, thus cultural values are all based on religion. Thus such cultural values are even dominant in the business culture as well. Abbe, et. al, (2007) adds that business culture in Middle East especially in Saudi Arabia is quite straight forward in a way that if parties are agreed on something the contract is done regardless of the paper work done and signed by the parties. A hand shake is considered as more important than a written contract, because once the relationships are developed than trust is there in the relationship.

Vollmer (2015) states that in Saudi business culture mostly things are based on harmony, as Saudis like to arrange meetings and everything explained through power points. Lots of questions are asked at the end of meeting, hence ending the meeting with no particular decisions. They do not prefer to make quick decisions thus they rely on meeting again and finding the perfect solutions and making decisions. Aslani, et. al, (2013) states that if any dispute arises in Saudi business culture it depends on the relationship with the Saudi party that whether your dispute will end peacefully or not. Although Saudis do not prefer confrontation, but disputes are resolved quite easily if having good relations with them. Alkhatib (2013) states Saudi business has lots of issues in recruitment and retaining of employees, that's why Saudi Arabia is lacking business talent specially the accounts and finance professionals. Due to this reason

Saudi Arabia is facing lots of difficulties in making investment decisions and properly operating investment firms despite the fact that active stock market and investment banking firms are there.

All these studies highlight the particular business culture prevailing in Saudi Arabia that is quite different from the west and needs huge structural as well as strategic changes in order to move with the emerging business world.

### **3.15. Business Culture in Europe**

Agbanrin (2014) states the dominating factors of business culture in Europe especially in UK are as follows.

#### **i. Work Specific Values**

In UK business culture it's a common believe that work has an intrinsic value, equally important for all. Along this work ethics are considered as most important element of working environment and have a positive influence on jobs. Work ethics are dominant in almost all countries of European region including UK. Work is given the first priority and sitting idle is considered as negative personality trait.

#### **ii. Business Communication**

Business communication is in formal ways using a standard language and standard business symbols understandable to all without having cultural differences. Depending on the type of organization, written or oral communication is practiced commonly. Although dealing at international levels, with companies or business parties in other cultures, business communication is transformed accordingly. Thus having flexibility in business communication ways but still formal communication is preferred and informal is not appreciated.

#### **iii. Gifts and Compliments**

Across Europe, including UK, transferring business gifts is common practice but taking into consideration that these should not be personal and wrapped in formal

professional manner. Compliments are also common and accepted by business personnel in UK like simple compliments including admiring office interior, complementing computer skills or analysis etc.

#### **iv. Value of Time**

Punctuality is appreciated and time is valued. In other European countries being on time is preferable while in UK, it is preferred to be early. Time is considered as one of the most important factor for success.

#### **v. Business Meetings**

In UK, business meetings are quite formal having a formal introduction as a necessary part of meeting conversation. A significant time is spent in setting rules, determining purpose and outcomes especially when meeting members belong to cross cultural backgrounds. All members are expected to get involved in the conversation, showing interest and attention by putting relevant questions.

#### **vi. Effective leadership practices**

In UK, leadership is considered as a backbone of organizations. Business culture in UK has dominant leadership practices depending on the preferences of leaders and organizations that which leadership style is effective. Leaders mostly prefer to make strong and deep relations with employees.

#### **vii. Decision Making**

In UK business culture, decision making is not centralized and employees are allowed to share their opinions and suggestions. Decisions are made keeping the respect of employees' values, norms and expectations. Decisions are not imposed on employees rather they are treated as a part of decision making procedures.

### **3.16. Business Culture in UK VS. In Saudi Arabia**

Vollmer (2015) states that huge differences prevail in business cultures of UK and Saudi Arabia, which can be indicated as follows:

### **i. Working Days**

Workweek in Saudi Arabia is from Sunday through Thursday, while in UK and almost all other west markets; it's from Monday to Friday. Thus the differences in working week of Saudi Arabia makes the business dealings and transactions restricted to particular days.

### **ii. Punctuality**

In UK, punctuality is considered as one of the important factor for having effective performance and desired outcomes, while in Saudi Arabia punctuality is only expected from western employees but not practiced and expected from locals.

### **iii. Time**

In Saudi Arabia time is considered as relaxed and decisions are made very slowly except that of some emergency situations. While in UK, decisions are made quickly and time is considered as an important ingredient. Wastage of time is thought of as a bad characteristic of persons.

### **iv. Meetings**

In Saudi Arabia meetings are often very chaotic; having phone calls, emails and text messages responded by the meeting members, even anyone can enter the meeting unannounced and start discussing his own agenda. But in UK, meetings are quite formal with serious agendas and decision making.

### **v. Corporate Leadership**

In Saudi Arabia corporate giants are ruled by families thus centering the corporate leadership on family members and having centralized organizational structures. While in UK, hierarchies are mostly removed through structural and cultural change programs in the organization. Centralized organizational structures are not appreciated in UK.

## **vi. Decision Making**

In Saudi Arabia decision making is done by higher authorities present at the top of the organizational structures while in UK, leaders try to make good relations with employees and employees are allowed to share their opinions (Aslani, et. al, 2013).

### **Summary**

The opening point for a successful leadership strategy in global business world is a deep understanding and knowledge of foreign cultures. This chapter explains leadership, its importance, roles of leaders, relationship between culture and leadership, different approaches for leadership, business cultures in Saudi Arabia and UK, Contingency leadership and leadership in Saudi Airlines and British Airways. A comparison is also made between leaderships of Saudi Airlines with British Airways and between business cultures of Middle East and Europe.

Different previous studies are included in the chapter indicating that Leadership is the capacity of an individual or association to "lead" or guide different people, groups, or whole associations. There are several types of leaderships that are practiced in different organizations by leaders. Each leader has his/her own leadership style that plays a either a positive or a negative role in the motivation of employees in organization. Some leadership styles are task oriented leadership, Relationship Oriented Leadership, Change Oriented Leadership, Participative Leadership, Charismatic Leadership, Autocratic Leadership, Ethical Leadership, Ethic Based Reward Leadership and a new emerging concept of Cross Cultural Leadership. Cross cultural leadership is not associated with any particular leadership style or its even not a single specific style of leadership, rather it's the role of leadership in varying situations and cultures (Frost and Walker, 2007). Saint, et. al, (2010) state that the role of leadership is important in every business either it's profit oriented or a not for profit organization. Thus no organization can perform well without the involvement of effective leaders and their leadership roles. All leadership styles consisting of different components of management and emotional intelligence are focused on the working environment of the organizations. Working environments are nothing but a system formed through the combination of practices and workforces. Thus the ultimate focus of leadership is on managing the workforce of the organization in an intelligent manner.

Baldoni (2007) states that the most effective leadership skill is to build relationships, since the goals have to be achieved together than all should move together as well. Common goals cannot be achieved alone, thus the successful leaders are well aware about this fact and they focus on building strong relationships with their subordinates. Little (2011) emphasis that leaders who are relationship oriented do not focus on their power rather they give preference to individuals, their expectations and values.

Motivation is a traditional phrase associated with leadership, because leadership is all about influencing the behaviours of individuals at work. Thus such influences may be in any form either positive or negative. But the basic purpose of leadership is to motivate individuals so leaders try to influence positively to keep the employees motivated and empowered. Forsan (2012) emphasis that employees are the most important part of any organization and it's essential for organization to keep employees motivated. Thus leadership plays this role and motivates employees through different strategies and tactics. It's the core responsibility of leaders to have effective communication skills so that they can contribute positively in organization performance. Thus leaders irrespective of their leadership style focus on their communication skills so that they can have better relations with their employees. According to Amanchukwu, et. al, (2015) leaders use different approaches to motivate and inspire followers. Leadership does not have a single universal style that can be best fitted in all situations; rather leadership has different styles and approaches according to the suitability of organizations, situations, individuals or working teams. Thus commonly practiced leadership approaches are autocratic leadership, bureaucratic leadership, charismatic leadership, laissez faire leadership and transactional leadership.

Studies show that leadership practices in Saudi Airlines are quite different from leadership practices in British Airways because the business culture in two regions is quite different. Saudi Arabia is having centralized organizational cultures and decision makings thus having poor leadership practices depicted in leadership practices of Saudi Airlines, while UK is having remarkable leadership practices with flexible structures and employee participation in decision making depicted in leadership practices of British Airways.

**Current chapter contributes in finding the answer of main research question by providing an overview of leadership, its types and practices adopted by different organizations. It illustrates an overview of leadership and its different types practiced by leaders in business organizations. It also illustrates the cross-cultural leadership and its importance in the success of organization. it also highlights the role of leadership in people management and relationship building with different people associated with the organization and most importantly its workers. It also illustrates about motivation and empowerment of employees and highlights the role of leaders and leadership in communication in the organization and team management. Current chapter also contributes in the major aim of current research by illustrating the leadership styles being practiced by British Airways and Saudi Airlines. It also highlights that how Lord Marshall transformed British Airways from a sleeping giant to a world leader by practicing suitable leadership practices according to the requirements of multi ethnic workforce in the organization. It highlights that British Airways not only implemented change management, but also cultural transformation and leadership transformation was implemented to have a motivated work force. Current chapter also makes its contribution by illustrating different leadership approaches, theories and link between culture and leadership.**

**Current chapter has developed a clear understanding of how changing leadership practices transforms the ways employees work in the organization. Thus, it leads towards testing and finding empirical evidence about these facts. Hence, next chapter illustrates the adopted methodology that facilitates finding the answers of proposed questions of interest.**

## **Chapter 4: Research Methodology**

### **4.0 Introduction**

The techniques and strategies connected for finding answers to important inquiries through the utilization of logical strategies is known as methodology. The strategies associated with the examination of any phenomenon are such which accept the study to be experimental, precise and reliable. The aim of countering a research problem or gathering new knowledge is achieved through a systematized effort of commencing an empirical enquiry, formally called the research. Research technique alludes to the strategies that decide how information is gathered and dissected. It may have diverse purposes including, amalgamation of prevailing knowledge, investigation and evaluation of common issues, investigation of the prevailing problems and an effort to generate an appropriate solution for the purposed research problem. For this purpose particular methodologies are implemented in research according to the type of research problem and associated purpose.

The research methodology is a significant phase of the research study with the underlying logic of using them in the research (Piepenburg, 2011). Research can be divided into different categories such as experimental research, creative research, descriptive research, expository research, action research and historical research, mostly chosen by the researcher according to the research problem or convenience (Kuada, 2000). The following research deals with the impact of leadership style on the motivational level among employees in the multi-ethnic working environment. With the advent of globalisation, the working conditions in an organisation have been transformed vastly due to the involvement of diverse work force. Thus, working with a diverse workforce is considered as a challenge for most of the organisations. It is important for organisations to rediscover their management system and leadership.

For achieving the strategic goals of the organisation, it is vital to manage diverse workforce. Managers ought to use a stage astute procedure, in which steps like planning, organising and managing the diverse workforce are incorporated. In the context of the multi-ethnic working environment, the prime focus of all managers is to keep the motivational level of individuals high enough to achieve the desired results. This will help in increasing employees' commitment towards work. Leadership styles should be effective enough in a multi-ethnic working environment that ensures conflict management and productive development of teams (Supino and Borer, 2012). **In this context, to address the selected research problem, an appropriate research methodology has been designed, which covers a wide range of aspects.**

**The following chapter will cover the study design, research philosophies, research approaches, sampling, questionnaire design, data collection methods, data analysis techniques, research limitations and ethical considerations. Lastly, the main aspects of the section will be summarised in the conclusion part. Each step of the research methodology has its own relevance; this is being described respectively in the context of the research topic.**

## **4.1 The Study Design**

Study design refers to the type as well as the sub type of study including its data collection methods and plan for statistical analysis. It's in fact a framework that is created to look for answers for the proposed questions. Research designs are classified into many types like; Descriptive, Analytical, Experimental, Observational, Analytic Observational etc. (Gill and Johnson, 2002).

The study design can be illustrated by the following figure:

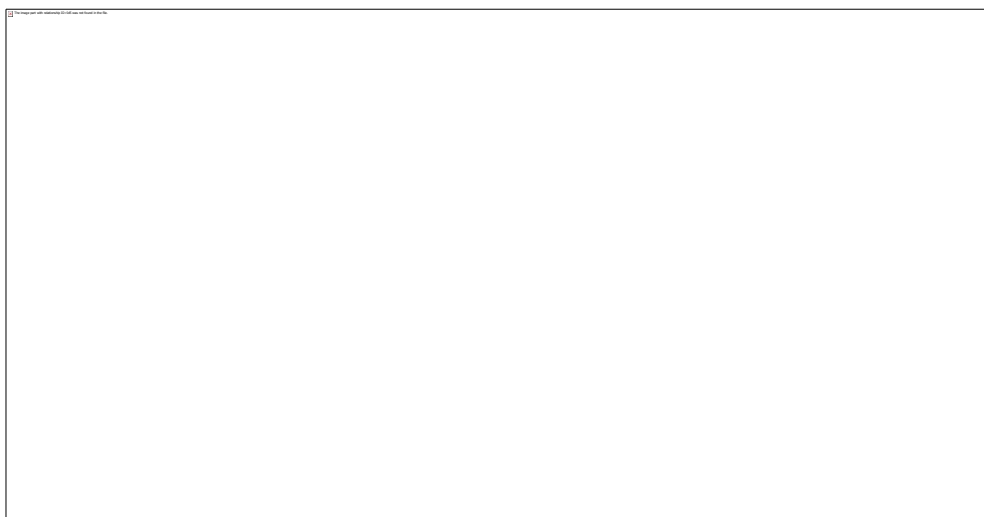


Figure 2: Study Designs Source: (CEBM.net, 2015)

- **Descriptive**

Descriptive or non-analytical study tries to depict the picture of what is happening in the population without quantifying the relationship, e.g. the occurrence, prevalence or experience of a group. Such studies include case reports, subjective studies, case series and overviews (cross sectional), which measure the recurrence of a few elements, hence measure the issue (Cooper and Schindler, 2006).

- **Analytical**

An expository or analytical study endeavors to measure the relationship between two elements, that is, the impact of an intercession (I) on an outcome (O). To evaluate the impact we should know the rate of outcomes in an examination group and in addition the intercession or exposed gathering. Whether the researcher effectively changes a component or forces uses an intercession determines if the study is thought to be observational (latent contribution of analyst), or test (dynamic association of specialist) (Kasi, 2009).

- **Experimental**

In Experimental designs, the analyst influences the exposure that is s/he assigns subjects to the intercession or presentation group. Experimental designs in research are just like experiments in other fields of science, i.e. subjects are allotted to more than

one group to receive intercession or exposure, under cautiously controlled conditions. Such experiments controlled trials, especially if randomized, can possibly control for the greater part of the predispositions that can happen in experimental concentrates yet whether this really happens relies on upon the nature of the study configuration and implementation (Saunders, et. al, 2009).

- **Analytical Observational Studies**

In analytical observational studies, the analyst essentially measures the presentation or treatments of the gatherings. Investigative observational studies incorporate case control ponders, partner studies and some populace (cross-sectional) studies. These studies all incorporate coordinated gatherings of subjects and evaluation of relationship amongst exposures and results (Sekaran and Bougie, 2010).

- **Observational Studies**

Observational studies examine and record exposures, (for example, mediations or risk figures) and watch results as they happen. Such studies might be absolutely graphic or more scientific (Kasi, 2009).

**The research design of this study incorporates descriptive as well as analytical designs, because critical issues are addressed through critically analyzing the literature of previous studies, which is the descriptive part of current research. Previous studies have been analysed to develop relationships among various variables of study, as well as how qualitative variables are developed from previous literature. While some analysis techniques are applied through software for empirical testing of the proposed hypothesis of study. Relationships among various variables of study are analysed and tested using various analysis techniques.**

**Current research is descriptive as well as analytical because it investigates through previous literature; the descriptive analysis, as well as through empirical testing of the collected data; the analytical part.**

## **4.2 Research Philosophies**

Research philosophy refers to the development of knowledge in a particular field including the nature of the knowledge. The research philosophy chosen by researcher incorporates significant assumptions about the researcher's view about the world. Such assumptions highlight researcher's research strategy and methods chosen as a part of that strategy. Adopted philosophy is influenced by the practical considerations of researcher depending on the type and nature of research question. Research philosophies are also illustrated through research paradigms (Saunders, et. al, 2009).

According to Johnson and Clark (2006) three major methods to think about research philosophies are;

- **Epistemology**

Ordinary parameters and postulations those are related with the outstanding way to explore the nature of the real world. Epistemology is concerned with investigating the ways to find out answers.

- **Ontology**

Ordinary postulations that are developed to create an understanding of the real nature of the world. Ontology is concerned with describing different items and their relationships in order to find out answers.

**Current research follows ontology research philosophy, as it describes various variables and their relationships to find out the answers of questions of interest.**

Research philosophies are better understandable with the help of research paradigms.

#### **4.3 Research Paradigms**

Research paradigm is a significant part of the research methodology. It provides a wider perspective to conduct the research successfully by including a set of beliefs, views and practices, which guide the overall research as well as help understand the research philosophy. Research paradigm is a matrix of interrelated practices and thinking that defines the nature of enquiry. It is a framework of scientific and academic ideas, values, beliefs and assumptions that the community of researchers has in

common, regarding the nature and conducts of research and used to generate knowledge. It includes assumptions, research strategies and criteria shared by researchers (Levers, 2013). Research paradigm provides a conceptual structure that enables the researcher to examine problems and find answers. It enables the researcher to develop an effective research design, which is in alignment with their beliefs about the nature of reality while indicating the structure of enquiry and methodological choices made by the researcher during the research study. There are three major kinds of research paradigms, namely positivism, interpretivism and realism (Krauss, 2005).

#### **- Positivism**

According to the positivism paradigm, human behaviour is considered to be passive and controlled. It uses the empirical means of experimentation and observation to explore and present facts. It is derived from science and characterised by the testing of hypothesis that has been developed through prevailing theories after a significant observation of social realities. Positivist thinkers adopt scientific methods and approaches to systematise the knowledge generation process for research. This is done by quantifying the collected data for describing the parameters and the relationship among them. Positivist philosophy emphasises quantifiable observations that could be analysed statistically (Krauss, 2005). Positivism embraces four considerations;

- (1) Asserts phenomenalism and rejects all abstractions
- (2) Follows the rule of nominalism, according to which abstractions and generalisations cannot give an insight to reality
- (3) Distinction between values and facts
- (4) Alignment of scientific approach and methods (Methodology, n.d.).

#### **- Interpretivism**

Interpretivism states that the world is socially constructed and is subjective. Interpretive researchers are of the opinion that reality is based on people's subjective experience about the external world and derive their conclusions after an in-depth examination of the phenomena. According to them, individuals and groups make sense of situations on

the basis of their individual experience, memories, perceptions and expectation. Therefore, meaning and conclusions are derived through experience, resulting in multiple interpretations (Methodology, n.d.). Interpretive researchers believe that it is only through subjective interpretation that the reality could be understood completely. Interpretive research paradigm uses methodologies that rely on the subjective relationship between the researcher and the subject, such as interviews and participant observation (Pat, 2006).

#### **- Realism**

The over deterministic nature of positivism and the highly relativist nature of interpretivism led to the birth of the third paradigm approach, called realism. According to realism paradigm, real structures exist, independent of human consciousness, but the knowledge of reality is the result of social conditioning. Realism is concerned with what kind of things there are and how they behave (Krauss, 2005). Realist researchers believe that the reality may exist despite science and observation. Therefore, it is valid to recognise realities that are simply claimed to exist whether they are proven or not. Like positivism, realism also assumes scientific methods and approach for the development of results. Realism could be of two types namely, direct realism and critical realism (Johnson and Clark, 2006).

#### **Direct Realism**

Direct realism illustrates that what is seen and experienced by individuals through their senses depicts the world's reality in actual (Gill and Johnson, 2002).

#### **Critical Realism**

Critical realism argue that the experiences are just sensations; the images of the things in the world, not the things actually. It argues that our senses may deceive us by creating an image that may enhance or neutralise the actual formation of the thing (Kraus, 2005).

Direct realism argues against the views of critical realism that illusions are only due the lack of sufficient knowledge, otherwise we just see the things as they are in actual. While critical realism contradicts the statement that world is experienced by two steps;

the existence of things and sensations created by those things, and secondly the mental processing after the meeting of sensations with our senses (Cohen, et. al, 2007).

Researchers argue that in business and management research, researchers are only concerned with the social world, thus just understanding the social structure of incidents that are the interest of study of researchers is enough to understand the actual happenings of the social world. Although both studies have the capacity to have an influence on the understanding of researcher in a way that the direct realism assumes that the world is stable; not changing consistently. While critical realism assumes that the world is changing consistently, thus critical realism more aligns with the business and management research (Dobson, 2002).

**Current research follows positivism as it is not only going to deal with human behavior as well as investigating the hypothesis developed from established theories after significant observation of social realities. Current research is not only concerned with the reality of various phenomenon of the organization as well as the behaviours of leaders and their subordinates in multi ethnic work environments, but it is also concerned with implementing scientific approaches and methods to quantify the data collected for describing the parameters of research as well.**

#### **4.4 Research Approaches**

Deductive and inductive are the types of research approaches, used by researchers, to conduct research in an appropriate manner. Inductive research approach is known as a reasoning method. It helps in deriving a generalised view from the given information. This method helps a researcher to analyse information, collected for the purpose of research. This helps in arriving at a general conclusion in regard to the research topic. Deductive approach is the best suited for this research study as it will help in filtering information, collected for the research purpose, in order to attain reliable and relevant information to arrive at precise information (Cohen, et. al, 2007). Deductive approach is based on the positivism methodology. This supports the researcher for preparing assumptions that are necessary to conduct research in a successful manner. On the basis of assumptions, researchers collect data and other required information. Further, the data and information collected helps in accepting and rejecting the assumptions made

by researchers. There are various stages in conducting deductive approach such as developing theory, developing assumptions based on the theory, data collection and analysis of data in a given environment or situation (Jonker and Pennink, 2010). Inductive approach, on the other hand, is based on interpretive approach and the stages involved in the inductive approach are observation or data, pattern of changes in data, developing hypothesis and theory. Inductive approach is preferred by researchers, who require flexibility in the research work. Researchers have the flexibility and a wide range of theories to provide a basis to data (Hair, et. al, 2012).

Deductive approach helps in attaining knowledge about the motivational level of employees it also helps in analysing the impact of leadership style on the motivation of employees in a multiethnic working environment. This further helps in improving the productivity and efficiency of employees. Along with this, various types of information and data are used for generating knowledge in regard to the increasing motivational level of employees in a multiethnic group. It also helps in analysing the impact of leadership style on employee motivation. The flow of research in this case shifts from general to specific. For this reason, this approach is also known as the top-down approach. This approach helps in collecting information with the help of various data collection methods, with respect to the concept, theories and other information available related to a given topic, hence helping in attaining the desired results (Harris and Brown, 2010). Thus research approach for current research is deductive.

#### **4.5 Qualitative and Quantitative Research Method**

Qualitative research is a type of research method, by which an insight of a problem can be gained. Along with this, it also utilises generating ideas and developing hypotheses for further research. The main purpose of this type of research method is that it helps in exploring the opinions uncovered in the prevalent trends. It is conducted through the analysis of an unstructured form of data collected from primary and secondary sources. The unstructured data form in this context comprises responses of the surveys, literature review and internet based sources. Responses collected are then analysed on the basis of real life experiences (Tracy, 2012). The samples chosen for qualitative research are small, and thus, it is difficult to predict results. Quantitative research, on the other hand, takes into consideration different facts and phenomenon by

analysing responses collected via questionnaire method. Different ideas and responses are collected, and statistical data is developed by comprising numerical and other quantifiable entities. Quantitative research methods are more structured and used to explore various findings from the data collected (Wetcher-Hendricks, 2011).

- **Mixed Method**

According to Harris and Brown (2010) methodology for conducting research that incorporates quantitative as well as qualitative techniques in order to conduct a research study, is called mixed method research. Structured questionnaires (quantitative) and partially structured interviews (qualitative) are usually used in mixed method of research studies to develop confirmatory results regardless of divergence in methods of data collection, investigation and interpretation.

- **Rationale of Using Mixed Method**

Lim and Ting (2013) states that two methods (quantitative and qualitative) used together as mixed method provide better understanding of the issues under study from different aspects; questionnaires providing evidence of prototype amongst huge populations and qualitative data gathered through interviews providing deep insight on respondent behaviours, thoughts, attitude as actions.

**Current study is based on mixed method to answer the particular question of study from different perspectives. It deals with quantitative as well as qualitative data depending on the questions of interest as well as the proposed variables and their relationships to find out the answers. Questionnaires are used to gather quantitative data from employees to examine the effect of leadership on their motivational level, while interviews are conducted to gather qualitative data from managers/leaders to find the impact of cultural differences on their leadership styles. Thus, a combination of qualitative and quantitative data in the form of mixed method is adopted for current research so that answers for proposed questions can be find out in the best possible manner.**

#### **4.6 Research Questions**

Following are the questions of interest that this study aims to explore:

1. Do different leadership styles have different effects on the performance of multi ethnic work force?

In fact, diverse workforce having employees from different cultural backgrounds require different leadership practices to manage them for the effective functioning of groups/ teams. Thus this study aims to explore whether different leadership styles influence multi ethnic work force in their own way.

2. Does globalization have an impact on leadership styles of leaders in companies operating globally?

When companies move towards international markets, all business operations and functions are modified accordingly. Thus the traditional leadership practices cannot be implemented in global business environments. Thus this study aims to explore the impact of globalization on leadership styles in companies operating internationally.

3. Does Staff Turnover (T/O), Staff Retention and Staff Satisfaction indicate the organizational performance in multinational companies?

Leadership plays an important role in creating staff satisfaction which in turn is reflected in low staff turnover ratio. Thus staff turnover, staff retention and staff satisfaction is directly linked with leadership practices of companies. While this study aims to explore the relationship between staff turnover, retention and satisfaction with organizational performance of multinational companies.

4. Do different leadership styles have different effect on motivation level of employees in multi ethnic workforce?

Leaders adopt different leadership styles according to their preferences, choices and leadership skills. Some leaders prefer to build relations with subordinates or team members, while others do not prefer such relationships; restricting employees' involvement in decision making. Though such relationships having direct link with employees' motivational level. Thus this study aims to explore whether different leadership styles have different effect on motivation of employees.

#### **4.7 Aim & Objectives**

This study aims to explore the impact of different leadership styles on motivational level of workforce having multi ethnic backgrounds. In a globalised and

highly competitive world, organizations are facing diversity issues, thus this study aims to find the solution for these issues by identifying the effect of leadership styles and illustrating that which leadership style can play its positive role in multi ethnic environments. The objective of study is to mitigate the diversity issues that arise in companies operating internationally. This study will contribute significantly in understanding the role of different leadership styles in order to cope with the diversity issues. Leaders will be able to understand that how they should manage and lead multi ethnic work forces.

#### **4.8 Hypotheses**

Based on the objective of study and literature from previous studies following hypothesis are proposed by the study:

**H1: Leadership positively affects the motivational level of employees.**

Arslan and Staub (2013) argue that the role of leadership is vitally important for the improved performance of organization, which in turn is directly related to the motivation level of employees. Naile and Selesho (2014) also give similar findings while exploring the role that leadership plays in the motivation of employees. They studied different styles of leadership like autocratic and transformational leadership styles and the behaviours adopted by leaders under these styles and their relation with the motivation level of employees. Leaders adopt different behaviours following different styles of leadership, but this role become even more critical when leaders must perform the role of global leaders in multinational organizations.

**H2: Cross cultural business environment has positively transformed the landscape of HRM practices.**

Michelle, et. al, (2009) have highlighted that along with many other business practices, HRM practices are one of the most affected part of businesses through multi-cultural business environments. A similar finding is presented by Pudelko and Harzing (2007), who have also explained that the efficiency and output of employees is directly related with the culture in which, they are working. Similarly Sirkin, et.al, (2008) illustrate that in highly globalised business world not only business operations but also

HRM practices are considered to be an essential part of business success or failure, especially in international markets. Thus it has become crucial for businesses to adopt international human resource practices, which incorporates the existing HRM practices with modifications in terms of global perspective.

**H3: Globalization has changed the leadership styles of leaders in a positive manner in multinational companies.**

Wright, et. al, (2005) have highlighted the role of different leadership styles in changing landscapes of organisational practices in the existing globalise business environment. In the context, an integrated approach of leadership is proposed to handle different problems related with cultural diversity within a business organisation. Due to cultural differences within the organisation, the leader cannot apply a specific leadership style for guiding and leading a cross cultured workforce of the organisation because the leadership style suitable in one culture may not be suitable to be implemented in other cultures as well. In a similar manner, Chuang (2013) have also highlighted the essential expertise and leadership skills required for the development of diverse workplaces. Although global markets have enhanced opportunities for international organizations, but leadership effectiveness has become a major challenge for them. Despite all other issues faced by such businesses in international markets, the effectiveness of global leadership and management of diverse workforce has become vital in emerging globalised business world.

**H4: Leadership styles have influence on motivational level of multiethnic workforce.**

Hatcher (2002) has explored that the cultural background and scenario has a vital role to play in designing the leadership style, which can contribute in generating effective results. Because the workforce of companies in different cultures has different requirements and essentialities that are to be catered by the company in order to positively motivate them to work effectively. As highlighted by Fairholm and Fairholm (2009), it is extremely crucial that the leadership style adopted by the organization should be in alliance with their culture as it has direct relation with the employee motivation level. If the employee is not able to connect with practices of the organisation, he might not be able to contribute cent percent for the development of the

company. Culture also influences the motivation level as it gives the feeling of belongingness to employees. Employees are able to connect themselves with the company and this contributes in increasing their efficiency.

These hypotheses are further tested and results are found after empirical investigation of the data.

#### **4.9 Data Collection Methods**

Data collection method is used to gather relevant information with respect to the research topic which leads to the attainment of valid outcomes of the research work. As an important part of the research process, it helps in accomplishing the stated research objectives (Sapsford and Jupp, 2006). Data collection methods are of two types, namely primary and secondary methods.

##### **➤ Primary Data Collection Method**

Primary data is a type of data, collected for the first time and needs to be analysed and interpreted via statistical methods. There are several ways, by which primary data is collected. These include surveys, observation, interview and experiments (Hair, et. al, 2012).

##### **➤ Secondary Data Collection Method**

Secondary data collection method refers to utilising existing data to gain information regarding research questions. It takes into account collecting information from various sources such as academic books, journals, reports, magazines, and online articles (Vartanian, 2010). In the context of the present research, secondary data analysis was undertaken in order to provide an overview about the research topic through the work already done by other researchers. This method has helped in summarising the opinions of a number of academicians and scholars regarding the impact of leadership styles on the motivation level of employees in the multi-ethnic working environment. The secondary data has been used to provide an effective and robust theoretical and conceptual foundation to the research (Vartanian, 2010).

The primary data collection method is used in the present research study to gather firsthand information from respondents. In this context, I will use both, survey method through a well-designed questionnaire and interviews. The survey method, used is based on a well-designed questionnaire consisting of close-ended and a few open-ended questions. The survey was conducted with employees of different multinational companies. This population group was selected for gathering information regarding the impact of leadership styles on their motivation level of in the multi ethnic working environment. While interviews are conducted to gather data from managers in order to find the impact of culture as well as presence of multi ethnic workforce on their leadership styles.

According to Jonker and Pennink (2010) the advantages of using questionnaire are as follows:

- It's cost effective and bulk information can be collected from greater number of people in short period of time.
- Researcher can get help from others in collecting data from different people/respondents.
- Questionnaire outcomes are easy to quantify through different software's.
- Analysis can be performed more scientifically and objectively.
- Quantified data can be used for comparisons and measurements.

According to positivist researchers, data collected by questionnaires can be used to develop novel theories or testing of prevailing hypothesis. (Wetcher-Hendricks, 2011).

In this study, two tools have been used to gather the data i.e. survey and interviews. Survey is conducted to collect information from employees, while interviews are conducted to gather information from managers at senior management positions, in order to find the impact of leadership on motivational level of employees, as well as impact of multi culture organizational culture on their leadership style. In addition to the survey, interview will also be taken into consideration for the work.

Harris and Brown (2010) state that planned questionnaires as well as partially structured interviews are usually used in mixed methods in order to develop validity of outcomes regardless the discrepancies between methods of collecting data, their examination and

explanation. Although it may create some difficulty for researcher to make alignment in both methods but it helps depicting the issue more clearly.

As the following research is conducted through a survey process, it is important to consider the questionnaire design. Questions, included in the questionnaire, comprise both close-ended and open-ended questions. The questions for the questionnaire were developed with the help of information gathered and the themes developed in the literature review. Reasons for selecting these types of questions are as follows:

- The questions can be quickly answered by respondents as the formulation of questions is easy. The response rate can be increased with the help of this type of questionnaire, which will further help in evaluating better results.
- Questions are convenient to compare with other respondents and are easy to code and analyse. Moreover, respondents have to fill the questionnaires and email to the researchers email address.
- While designing the questionnaire, important aspects, such as maintaining confidentiality of respondent's personal, as well as professional information, have been given priority. Voluntary consent of participants has been taken before the commencement of the survey process. The reason behind considering this step was that the participants would feel free to participate in the survey process and enhance the response rate.
- In order to provide validity and creditability to the research work, questionnaire has been pilot tested before the distribution. This will help respondents to feel comfortable while providing answers to the questions and combat problems related with the questionnaire.
- Questionnaires were inspected and approved by the project supervisor before it was sent to the respondents.

#### **4.10 Sample Size and Sampling Technique**

Determining sample size is considered as an integral part of a research plan. Sample size is defined as the total number of respondents in a data set. There are two categories, in which sampling techniques can be defined. These include probability sampling method and non-probability sampling method. Probability sampling is a method, in which sample of known population is chosen (Thorne, 2000). The most commonly used probability sampling types are random sampling, cluster sampling, stratified sampling and systematic sampling. While in this study, convenient sampling is being used. Although there are thousands of airlines operating in the world, researcher has only chosen two airlines for convenience, but the two with different cultural backgrounds so that the purpose of study can be achieved. In order to accomplish the objectives of study, researcher has chosen, the Saudi Airlines and British Airways. Questionnaires were distributed to employees randomly, through emails, so that unbiased data can be gathered. Managers for interviews were selected on the basis of convenience, depending on their availability and willingness to respond to the researcher, because some were even unavailable or uncooperative, as in the case of British Airways.

#### **4.11 Analysis Techniques**

Data analysis techniques are tools used to process data into different forms and stages in order to extract useful information for finding the answers of proposed problems as well as decision making (Lim and Ting, 2013). Analysis techniques may be applied in different steps like first organizing the raw data e.g. into a spread sheet in the form of rows and columns and then applying different software techniques to analyze it. Data analysis incorporates various steps including data collection, data organization, data cleaning (if any errors are there in the collected data), and in the end analyzing the data through different techniques i.e. exploratory data analysis, confirmatory data analysis etc. (Long-Sutehall, et. al, 2010).

In this study, raw data collected through questionnaires and interviews is organized into SPSS and then analyzed using SPSS 17 as well as AMOS. Exploratory data analysis (exploratory factor analysis) is applied through SPSS in order to form the factors from questionnaires as well as from questions asked in interviews. Also the relationship between variables is estimated through regression. Then confirmatory factor analysis is applied using AMOS in order to conform the formation of latent

variables HR practices and Modified HR practices. While this study also incorporates the theoretical exploration of some issues, thus some critical key issues of interest are explored through literature review of previous studies. Combining the two analysis techniques; literature review and analysis techniques applied through different software enable the study to find the answers of all proposed questions and empirical testing of proposed hypothesis.

#### **4.12 Research Limitations**

Conducting a research study is a complex task and requires effective planning and structuring of all research procedures and methods to attain all research aims appropriately. A researcher applies a wide range of appropriate tools, techniques and methods to facilitate successful completion of research, but some drawbacks persist in the methods involved that have to be handled cautiously at the time of their application. Such drawbacks are called research limitations. Limitations in research are features of the research methodology that influence the findings of the study. They are constraints that arise out of the framework chosen to conduct the research and meet validity. Stating the limitations in the dissertation is essential to evaluate the overall impact of limitations on research results (Creswell, 2003).

This study has some limitations like;

- The low response rate from respondents is a limitation. This rate was low in both methods e.g. questionnaires were distributed to 120 employees while only 30% of them respond the questionnaires completely. Same is the case with interviews, because some managers were not ready to give time or even providing satisfactory response.
- The non-cooperative behaviour of British Airways. Sufficient data was not gathered from British Airways.
- This study is limited to only Airline industry, while other multinational corporations from different industries having workforce diversity may be studied to investigate the leadership impact on motivational level in multi ethnic workforce.

- Most of the employees are unaware of different styles of leadership, lacking the knowledge of different leadership styles. They are only aware about the particular style of their bosses. They are unable to differentiate that which style could be better in which situation.

#### **4.13 Validity and Reliability of the Research Instruments**

Reliability refers to the consistency of research instrument to provide consistent results. While validity refers the ability of the instrument to measure the same what it's alleged to measure. Questionnaire as well as interview questions used for this study are adopted from previous studies like Jenster (2009), Bashir et al (2011), Forson (2012) and Khuong (2015) , thus the reliability of the instrument is ensured from previous studies, while the validity of instrument is ensured through Cronbach alpha applied through SPSS, which is a reliable measure for the validity of research instrument.

##### **➤ Ethical Consideration**

Research ethics is a set of principles, which define the conduct of researchers and research organisations while interacting with research participants, respondents, scholars, users of the research, and community, in general. There is a wide range of activities, such as in-depth interviews, focus groups, survey and collecting secondary data, in which interaction with the community may occur. Proper understanding and fulfilment of ethical considerations are essential as they may influence the research project (Ethical Considerations, 2002). Therefore, it is the responsibility of the researcher to consider if any kind of harm could take place while conducting the research and ensure that an appropriate mechanism is followed to remove them. It is necessary to identify all potential harms that could arise and evaluate how the research might create a negative impact on participants.

Adherence of ethical consideration while conducting the research study is important for a number of reasons. Firstly, it is an indication of respect towards future researchers, and those who will use research in the future. Secondly, it is a requirement to obtain funds for research. Thirdly, it ensures that the research work is acceptable to the research community and future researchers. And lastly, it avoids any situation that can lead to public criticism (Ethical Considerations, 2002).

In the context of this dissertation, ethical considerations in all major areas such as, voluntary participation, informed consent, confidentiality and communication of results have been fulfilled. While collecting the primary data, it was ensured that the participation of respondents was voluntary and there was no involvement of coercion. It was ensured that all potential participants complete information before participating. For this purpose, full disclosure of the researcher's identity was provided to all research participants. They were given detailed information about the purpose and aim of the research. Therefore, participation was not only voluntary, but it also involved an informed consent of all respondents and participants in the research. In this respect, written consent form was also asked to be filled by participants.

Further, the anonymity and confidentiality of all respondents have been maintained throughout the research work. None of the questions mentioned in the questionnaire intended to ask respondents to reveal their personal identity. Thus, the individual opinions, thus collected through the questionnaires, were kept confidential and used only for the purpose of obtaining the findings. It was ensured that equal participation has been given to all participants, and there has been no involvement of bias for achieving desired results. While communicating the results of findings to supervisors and clients, it was ensured that there is no involvement of any kind of plagiarism, academic fraud and representation of results. Hence, all attempts have been made to fulfil all ethical considerations associated with the research work.

#### **4.14 Conceptual Framework**

Conceptual framework refers to the systematise structure of ideas, propositions, expectations, philosophies and theories that not only support but also provide information about your research. It is a basic framework that is developed in order to illustrate the main themes discussed in the literature review section of the study (Saunders, et. al, 2009). The conceptual framework illustrates the main aspects covered in the literature review section of the study. In this context, the present conceptual framework depicts the key concepts that are used in the literature of the research study to gain a proper understanding of the research issue. It has been evolved on the basis of the major topics described in the literature review section of the research study that helps in developing an appropriate insight into the research context (Haris and Brown,

2010). The main aspects on the basis of which the conceptual framework of the research study has been evolved are cross cultural dynamics within organisational perspective, changing landscape of HRM practices in cross cultural business environment, role of leadership in dealing cross cultural dynamics, cultural specific traits in context of British airways, cultural specific traits in the context of Saudi Arabian Airways, comparative study of cultural specific traits for both the organisations and influence of cultural trait based leadership style on employee's motivational level, impact of employee motivation on organizational performance and impact of leadership styles on multi-ethnic workforce's motivational level. The conceptual framework for the literature review on the basis of the concepts discussed in this section of the research study is depicted as follows:



**Figure 3: Conceptual Framework**

The presented conceptual framework is directed to articulate the changing landscape of HRM practices and their impact on leadership styles as well as the impact of leadership on motivation level pursued by employees. Comparison of two international companies from two different business culture regions highlights the impact of cultural differences on leadership which in turn impacts the motivational level of employees. This theoretical framework highlights the descriptive part of study, because the indicators present in the theoretical framework are helpful in finding the answers of proposed questions of the study. While these indicators are explored through in-depth analysis of literature review of previous studies conducted in a similar context. Thus, all the indicating variables presented in the theoretical framework are explained in the literature review part of the study.

#### **4.14.1 Questionnaire Items Explaining the Conceptual Framework**

- **HR Practices**

1. **Nat-HR (Nature of Human Resource):** The nature of applied human resource management is significantly affecting the employees' efficiency and output
2. **Global HR (Global Human Resource):** Adopting HRM at the global perspective plays a vital role in affecting employees' loyalty
3. **Mng-Success (Success of managing employees):** The success of managing employees of multi-ethnicity and different languages resulted in creating a stable business environment that leads towards organizational success in international markets.
4. **Treating-People:** In a globalized business environment; treating people based on their skin colour (distinguishing among white and black) leads to create unstable business environment

- **Modified HR Practices**

1. **Att-HR (Attitude of HR):** In a highly globalized business environment, the attitudes of HR are significantly influencing individuals' performance
2. **CDM (Cultural diversity management):** When HR managers consider the practices of cultural diversity management, it will solve critical issues related with multi-ethnic organizational cultural; consequently motivating employees.
3. **Compt-Intg (Integrating Competences):** Integrating the competencies of employees from different cultures, leads to achieve intensive success in the diversified business environment.

- **Employee Relation:** Do you prefer building relations (being friendly with their subordinates, listening to their issues and getting feedback from them) with employees in multi ethnic workforce?

- **Change in Leadership:** Do you adopt other leadership styles while moving globally?

- **Goal Achievement: Adopting other leadership style (adopting global leadership) increased your organizational goal achievement?**

## **Summary**

This chapter incorporates the research methodology used to find the answers of the proposed problems of interest. Research design, research philosophies, approaches, sampling techniques, data collection as well analysis techniques are described in detail in the chapter. The particular methods and techniques used by this study have been highlighted in the chapter. Research design of this study is descriptive as well as analytic because mixed method of research is used to find the answers. Mixed method incorporates the use of quantitative (questionnaire) as well as qualitative (interviews) methods in a single study. According to the requirement of the research questions mixed method is applied. Questionnaire adopted from previously tested studies has been adopted in order to find the reliable results. While the validity of the instrument is also checked through Cronbach alpha. Questionnaires are used to gather information from employees working with different leaders in Saudi Airlines and British Airways in order to explore their motivational level under the influence of different leadership styles. While interviews are conducted to gather data from managerial employees in order to explore the changing roles under cultural differences as well as the impact of this cultural leadership on motivational level of employees. Using mixed methods made the results more reliable and illustrative. Sample is selected randomly in order to find reliable results from different employees. A sample of 120 employees is selected randomly from two companies, the Saudi Airlines and British Airways, although having very low response rate of about 30%. Non cooperative behaviour of British Airways staff made the study very limited. Some other limitations are the low response rate, unawareness and lack of knowledge of low level employees and data collection from only two companies of same industry.

**Current chapter makes its contribution towards finding the required answers of proposed research question by illustrating the methodology adopted by researcher. It illustrates the research approaches, research methods, research**

paradigms and types of analysis techniques that could be adopted by researchers as well as highlights the approach, method and type of technique suitable for current research. It also incorporates the proposed research questions and how finding answers for such question will lead towards the major findings of current research. Current chapter highlights all the tools and techniques suitable as well as adopted for current research. This chapter leads towards empirical testing of the facts and obtaining findings from data, that is done in the next chapter.

## **Chapter 5: Findings and Conclusion**

Current chapter illustrates the key findings of current research. It provides discussion on key findings as well as concludes the whole research. This chapter is an important part of current research in accomplishing the aim of study as it provides answers to the key questions of interest.

### **5.1 Introduction**

This chapter includes the empirical testing of the data collected through mixed method. First descriptive statistics are applied to find the frequencies of the demographics information of respondents as well their responses on items of questionnaires. **Qualitative data collected through interviews is coded based on common words used in answers by respondents of study (Auerbach and Silverstein, 2003), so that empirical testing can be applied to the data. Like managers were asked; If they prefer building relations (being friendly with their subordinates, listening to their issues and getting feedback from them) with employees in multi ethnic workforce? If they adopt other leadership styles while moving globally? Whether adopting other leadership style (adopting global leadership) increased their organizational goal achievement? Managers' responses showing positive response are coded as yes, while showing negative response are coded as No. Then these codes are used for further analysis.** Factor analysis is applied to form the constructs from items of questionnaires, which are again conformed through confirmatory factor analysis (Yong and Pearce, 2013). Structured model is proposed in order to test the possible relations of variables of study. The proposed structure model is then tested using AMOS. While using AMOS, the decisions are made on the basis of chi square as well as different model fit criteria (Ingram et al, 2000). Goal achievement is used as a dimension of

employee motivation because employees' motivation leads them towards goal achievement (Burton 2012). As well as leaders' influence on employee motivation is also reflected in his/her goal achievement through their subordinates. Thus this chapter incorporates the examination of the proposed relations of study in order to investigate the impact of different leadership styles on motivational level of employees in multi ethnic workforces.

## **5.2 Empirical Testing**

### **5.2.1 Data Organization**

Data collected through questionnaires (descriptive data and data on a five grade scale) and interviews; open ended questions coded into numbers according to Auerbach and Silverstein, (2003) is organized in SPSS, although interviews are consisted of open ended questions, but are coded on the basis of common words used in all answers. Interview questions asked from managers are follows:

1. Have you changed your leadership practices when company moved in international markets?
2. Do you prefer making strong relations with employees?
3. Did your new leadership style facilitate your desired goal achievement?

Managers answered these questions according to their own perceptions but common words extracted are like; for question one “yes”, if they answered that they changed their practices and “no” if they answered as not changing their practices when moved internationally. These common words are further coded as 1 for yes and 2 for no, in order to manage the data in SPSS. Similarly question two and question three are also coded on the basis of common words used in answers. Name of three variables extracted from common words of answers from these three questions are; “change in leadership”, “employee relations” and “goal achievement”. These codes and other data collected from questionnaire are entered into SPSS, by first entering variable names in variable view and then entering data on each variable in data view; in order to further process the data (Arkkelin, 2014).

### **5.2.2 Reliability**

<b>Table 5.1: Case Processing Summary</b>			
		N	%
Cases	Valid	120	100.0
	Excluded	0	.0
	Total	120	100.0
.			

<b>Table 5.2: Reliability Statistics</b>	
Cronbach's Alpha	N of Items
.895	34

When summated scales are used in research; i.e. in current research a summated scale is used in the questionnaire, then it becomes necessary to check the reliability of the instrument through Cronbach's alpha to find consistent and reliable results while  $\alpha > 0.7$  is acceptable (Santos, 1999). Cronbach's alpha for this data is 0.895. This falls in acceptable range. So, data collected through questionnaire is quite reliable to be analyzed.

### 5.2.3 Descriptive Statistics

For better understanding of the data, descriptive statistics are applied to the data. Frequencies are measured for all items of the questionnaire as well as the demographic

variables of 120 respondents, almost 60 from each company, who are employees from Saudi Airlines and British Airways. These respondents serve in different departments of both airline companies including flight attendants, administrative staff, sales persons, technicians, station attendants and operations agents etc. **The categorization for ethnicity is made based on data provided by Gov.UK (2015) and World Atlas.com (2015).**

<b>Ethnicity</b>					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	White not Hispanic	29	24.2	24.2	24.2
	Black not Hispanic	18	15.0	15.0	39.2
	Hispanic	16	13.3	13.3	52.5
	Asian or Pacific Islander	15	12.5	12.5	65.0
	Filipino	9	7.5	7.5	72.5
	British	10	8.3	8.3	80.8
	Saudian	13	10.8	10.8	91.7
	Other	10	8.3	8.3	100.0
	Total	120	100.0	100.0	

Table 5.3: Descriptive Statistics of Ethnicity

Above table illustrate that the two airline companies; the British Airways and Saudi Airlines has diverse workforce including white not Hispanic 24%, Black not Hispanic 15%, Hispanic 13.3%, Asian or Pacific Islander 12.5%, British 10%, Saudian 10.8% and from other ethnic groups 8.3%. This data is based on the facts extracted from 120 respondents from both companies. The data depicts the diversity of work force of both companies.

<b>Degree</b>					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Diploma	18	15.0	15.0	15.0

	Bachelor	37	30.8	30.8	45.8
	Master	40	33.3	33.3	79.2
	PhD	25	20.8	20.8	100.0
	Total	120	100.0	100.0	

Table 5.4: Frequency distribution of degree of respondents

<b>Experience</b>					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1-5	21	17.5	17.5	17.5
	5-10	41	34.2	34.2	51.7
	10-15	31	25.8	25.8	77.5
	15-20	27	22.5	22.5	100.0
	Total	120	100.0	100.0	

Table 5.5: Frequency distribution of experience of respondents

<b>Marital Status</b>					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Single	18	15.0	15.0	15.0
	Married	52	43.3	43.3	58.3
	Divorced	22	18.3	18.3	76.7
	Widowed	28	23.3	23.3	100.0
	Total	120	100.0	100.0	

Table 5.6: Frequency distribution of marital status of respondents

Above tables illustrates the descriptive statistics of qualification, experience and marital status of respondents, depicting that most of respondents are master degree holder, married and having 5 to 10 years of experience.

**Nat\_HR**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	81	67.5	67.5	67.5
	Not sure	25	20.8	20.8	88.3
	Rarely	4	3.3	3.3	91.7
	Sometimes	4	3.3	3.3	95.0
	Disagree	6	5.0	5.0	100.0
	Total	120	100.0	100.0	

Table 5.7: Frequency distribution of Nature of Human Resource

Table 5.7 depicts that most of the respondents e.g. 67.5% are agree that the nature of applied human resource management is significantly affecting the employees' efficiency and output, while 20.8% are not sure and only 5% are disagree. Thus most of the respondents are agree with the statement which validates the findings of Sirkin et al, (2008), Brewster et al, (2005), Pudelko and Harzing (2007), Anderson (2005) and Draft (2010).

<b>GlobalHR</b>					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	88	73.3	73.3	73.3
	not sure	17	14.2	14.2	87.5
	Rarely	5	4.2	4.2	91.7
	Sometimes	4	3.3	3.3	95.0
	Disagree	6	5.0	5.0	100.0
	Total	120	100.0	100.0	

Table 5.8: Global Human Resource

Above table shows that 73.3% respondents are agree with the statement that adopting HRM at the global perspective plays a vital role in affecting employees' loyalty which validates the findings of Liu et al (2007) that multinational organizations

are successful in creating employee loyalty when they adopt universal perspectives of HRM.

#### **Att\_HR**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	92	76.7	76.7	76.7
	not sure	15	12.5	12.5	89.2
	Rarely	4	3.3	3.3	92.5
	Sometimes	4	3.3	3.3	95.8
	Disagree	5	4.2	4.2	100.0
	Total	120	100.0	100.0	

Table 5.9 : Attitude of HR

Above table shows that 76.7% respondents are agree with the statement that in a highly globalized business environment, the attitudes of HR are significantly influencing individuals' performance, which validates the findings of Sirkin et al, (2008) and Brewster et al, (2005) that the changes in attitudes of human resource managers through understanding various dimensions of HRM in global perspective, influence employee's performance due to their positive perceptions developed about HR practices.

<b>Mng_Success</b>					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	87	72.5	72.5	72.5
	not sure	20	16.7	16.7	89.2
	Rarely	4	3.3	3.3	92.5
	Sometimes	4	3.3	3.3	95.8
	Disagree	5	4.2	4.2	100.0
	Total	120	100.0	100.0	

Table 5.10: Success of managing employees

Above table shows that 72.5% respondents are agree with the statement that the success of managing employees of multi-ethnicity and different languages resulted in creating a stable business environment that leads towards organizational success in international markets.

<b>CDM</b>					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	91	75.8	75.8	75.8
	not sure	16	13.3	13.3	89.2
	Rarely	4	3.3	3.3	92.5
	Sometimes	4	3.3	3.3	95.8
	Disagree	5	4.2	4.2	100.0
	Total	120	100.0	100.0	

Table 5.11: Cultural diversity management

Above table shows that 75.8% respondents are agree with the statement that when HR managers consider the practices of cultural diversity management, it will solve critical issues related with multiethnic organizational cultural; consequently motivating employees. Employees working in different cultures have to face various issues, but when these are considered and solved by management, employees are satisfied and motivated (Wit and Meyer, 2010).

<b>Treating_People</b>					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	104	86.7	86.7	86.7
	not sure	15	12.5	12.5	99.2
	Rarely	1	.8	.8	100.0

	Total	120	100.0	100.0	
--	-------	-----	-------	-------	--

Table 5.12 : Treating People

Above table shows that 86.7% respondents are agree with the statement that in a globalized business environment; treating people based on their skin colour (distinguishing among white and black) leads to create unstable business environment.

Table 5.13 : Integrating Competences (Compt_Intg)					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	96	80.0	80.0	80.0
	not sure	18	15.0	15.0	95.0
	Rarely	2	1.7	1.7	96.7
	Sometimes	2	1.7	1.7	98.3
	Disagree	2	1.7	1.7	100.0
	Total	120	100.0	100.0	

Above table shows that 80.0% respondents are agree (based on the frequency of responses for agree) with the statement while a very low percentage of respondents are disagree that integrating the competencies of employees from different cultures, leads to achieve intensive success in the diversified business environment.

Change_in_leadership					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	81	67.5	67.5	67.5
	No	39	32.5	32.5	100.0
	Total	120	100.0	100.0	

Table 5.14: Change in Leadership

Above table depicts that frequency of answers for one of the question of interview which are coded (as “yes” if the answer is showing positive response and “no” if answer is showing negative response) on the basis of common words used in

answers by respondents of study (Auerbach and Silverstein, 2003). Yes, indicates that 67.5% of managers have adopted different leadership styles due to global changes while 32.5% respond that they did not adopt other leadership styles while moving globally.

<b>Employee_relation</b>					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	don't prefer building relations	31	25.8	25.8	25.8
	prefer building relations	89	74.2	74.2	100.0
	Total	120	100.0	100.0	

Table 5.15: Relation with Employees

Above table indicates that 25.8% managers don't prefer building relations with employees while 74.2% managers prefer building relations (being friendly with their subordinates, listening to their issues and getting feedback from them) with employees in multi ethnic workforce.

<b>Goal achievement</b>					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	increased goal achievement	80	66.7	66.7	66.7
	decreased goal achievement	40	33.3	33.3	100.0
	Total	120	100.0	100.0	

Table 5.16: Goal Achievement

Above table indicates that 66.7% managers respond that changing leadership style (adopting global leadership) increased their organizational goal achievement while 33.3% managers respond that changing leadership style decreased their organizational goal achievement.

#### 5.2.4 Factor Analysis

Data reduction technique is used to gain variables of same type under single construct. Then variables having greater factor loading in 1 place are defined as a single construct and so on (Yong and Pearce, 2013). **Factor analysis is applied on items of questionnaires to form the components from those factors because following Yong and Pearce (2013) the variables, subjected to factor analysis have more than 10 observations, thus factor analysis could be applied on these.** These items are measured on a 5-point Likert scale from Agree to Disagree. The items included in the questionnaire are:

1. Nature of applied human resource management has significant effect on employees' efficiency and output.
2. Adopting Human Resource Management at the global perspective plays a vital role in affecting employees' loyalty.
3. In a high globalized business environment, the attitudes of Human Resource managers are significantly influencing individuals' performance.
4. The success of managing employees of multi-ethnicity and different languages resulted in creating a stable business environment.
5. When HR managers consider the practices of cultural diversity management, this will solve critical issues related with multiethnic organizational culture hence motivating employees.
6. In a globalized business environment, treating people based on their colors leads to create unstable business environment.
7. Integrating the competencies of employees from different cultures, leads to achieve intensive success in the diversified business environment.

**Seven items extracted (through factor analysis) from these statements are named as; Nature of HR (Nat\_HR), Global HR (GlobalHR), Management Success (Mng\_success), Managers treatments for people (Treating\_People), Attitude of HR in globalized environment (Att\_HR), Cultural diversity management (CDM) and Integrating employee competencies (Comp\_Intg). Hence, the items of questionnaires are labeled initially so that constructs and their underlying items can be identified easily. Factor analysis finds the structure from the items of questionnaire through extraction method using principal component analysis technique in which principal components are extracted based on their factor**

**loadings on each component. Items having higher factor loading for any component becomes part of that component.**

Factor analysis is applied on these seven items by using SPSS 17 to extract the principal components from these (Yong and Pearce, 2013). Thus 2 components are extracted on the bases of factor loading of each item on those components. The following table illustrates the factor loadings of components.

<b>Table 5.17:Component Matrix</b>		
	Component	
	1	2
Nat_HR	-.395	.667
GlobalHR	-.452	.655
Attd_HR	.512	-.203
Mng_Success	.023	.389
CDM	.907	.257
Employee_treatment	.386	.519
Compt_Intg	.928	.238
Extraction Method: Principal Component Analysis.		
a. 2 components extracted.		

The table illustrates that Att\_HR, CDM and Compt\_Intg have factor loadings on component one while Nat\_HR, GlobalHR, Mng\_Success and Employee\_treatment have factor loadings on component 2. Thus the components formed by these factors loading are as follows:

1. Modified\_HRPractices; consisted of Att\_HR, CDM and Compt\_Intg. It's named as modified HR because the items are measuring the modified HR practices in the presence of globalized markets.

2. HR\_Practices; consisted of Nat\_HR, GlobalHR, Mng\_Success and Employee\_treatment. It is named as HR practices as it incorporates the practices of human resource.

#### **5.2.5 Confirmatory Factor Analysis:**

Confirmatory factor analysis is performed in order to verify the formation of components from items. CFA is performed through AMOS 17. Component factor analysis is applied two times by forming the measurement models of components/ latent constructs and their related items.

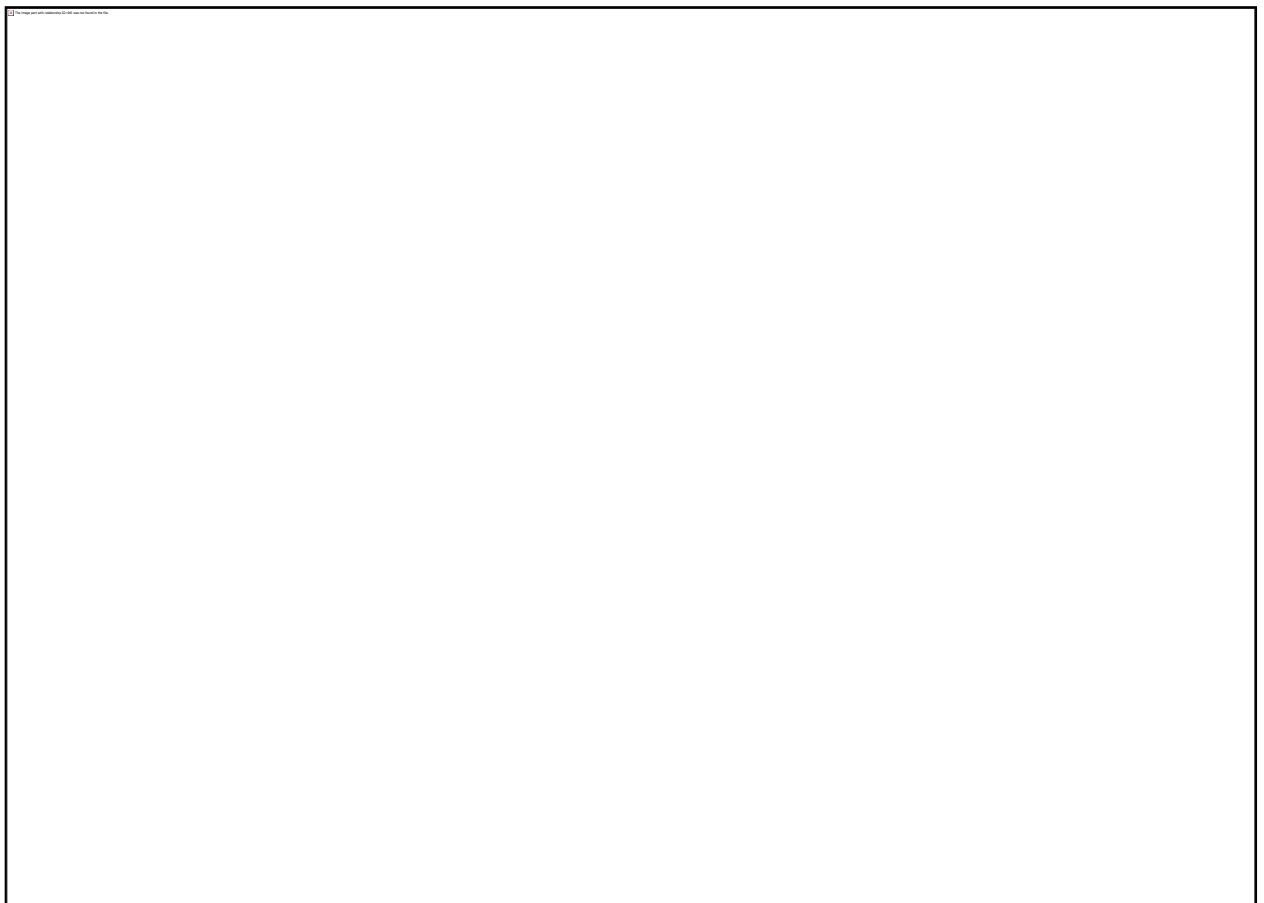


Fig 5.1: Conformity factor analysis for HR\_Practices (F1: HR\_Practices)

The figure is depicting that the items are measuring the component (HR\_Practices). Because the path coefficients are representing very well that how much each item is explaining the latent construct, hence verifying the factor loadings of items in exploratory factor analysis. These results are validating that constructs formed during exploratory factor analysis are true representative of their items.

Fig 5.2: Conformity factor analysis for Modified\_HRPractices (F1:  
Modified\_HRPractices)

Above figure depicts that the items are measuring the component (Modified\_HRPractices). Because the path coefficients are representing very well that how much each item is explaining the latent construct, hence verifying the factor loadings of items in exploratory factor analysis that the construct formed in exploratory factor analysis is actually a representative of its forming items.

After having confirmatory factor analysis of both latent variables, the two variables are computed into SPSS using Transform command so are in the following form:

<b>1. HR_Practices</b>
Nat_HR
GlobalHR
Mng_Success
Treating_People
<b>2. Modified_HRPractices</b>
Attd_HR
CDM
Compt_Intg

Table 5.18: Constructs

### 5.2.6 Proposed Structure Model:

Structure model for all variables is constructed. Thus the proposed structure model of the study is as follows:

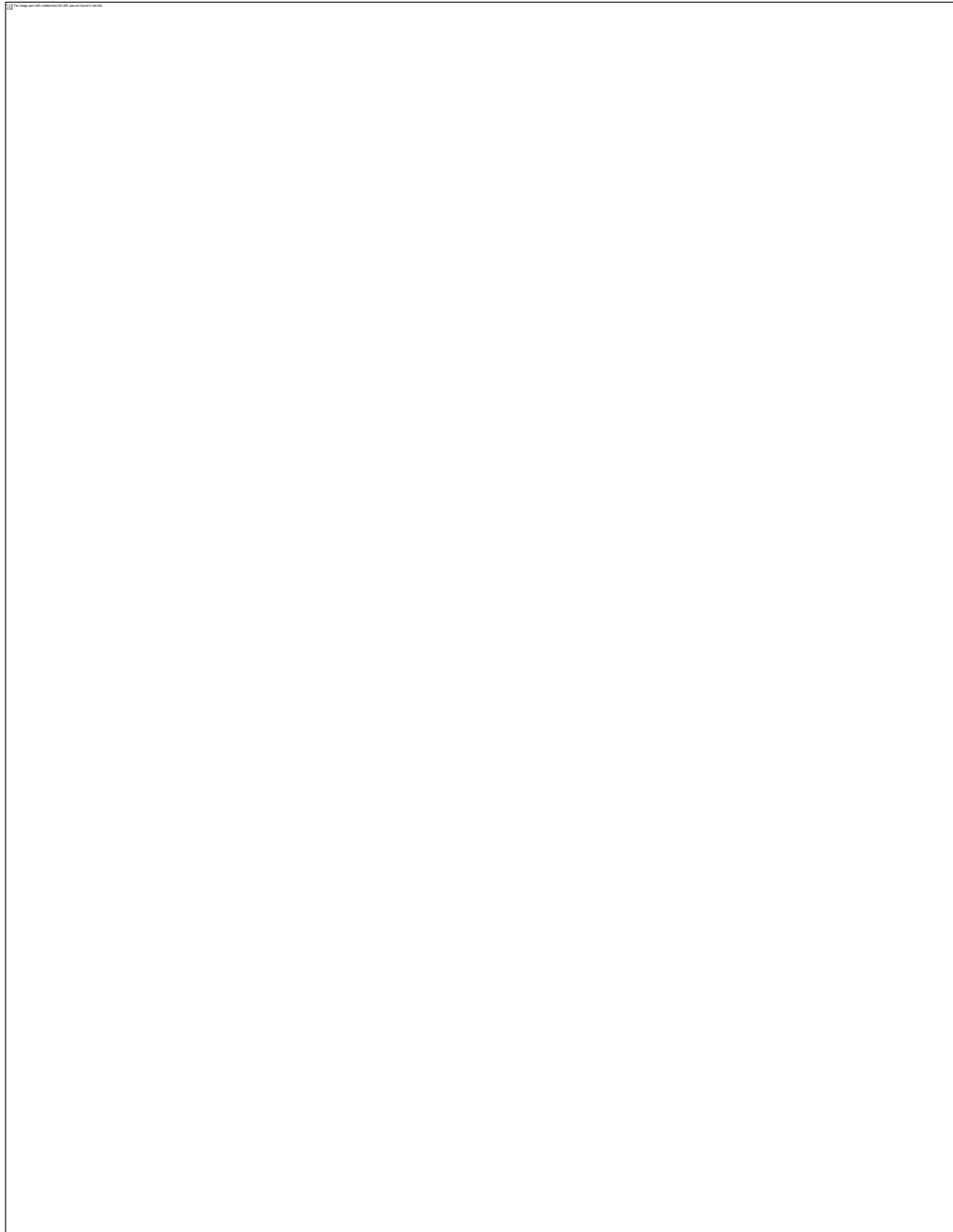


Fig 5.3: Proposed Structure Model

Above figure indicates that HR Practices, Modified HR Practices, Employee Relations and Change in Leadership effect Goal Achievement. While Goal Achievement is used as a proxy for employee motivation, as Binfore et al (2013) and Forson (2012) indicate that employee motivation is depicted in the achievement of desired goals of leaders. If leaders are successful in motivating employees, their success is reflected by their goal achievement. Thus goal achievement clearly depicts the

employee motivation, so goal achievement is used as a dimension of employee motivation.

Hence according to the proposed model independent variables are HR practices, Modified HR Practices (Modified according to global business requirements in the presence of diverse multiethnic workforce) and Employee relations, which affect the change in leadership, which in turn impacts the goal achievement. This indicates that change in leadership is a mediating variable in the model as it is controlling the effect of three independent variables while employee relation also directly affects the goal achievement.

As the model is in the form of structure model thus the independent variables or the indicator variables are correlated with each other while goal achievement and the mediating variable, change in leadership, are the endogenous variables in the model. The proposed relationships in the model depict the proposed hypothesis of current research. Proposed hypothesis of current research; Leadership positively affects the motivational level of employees, Cross cultural business environment has positively transformed the landscape of HRM practices, Globalization has changed the leadership styles of leaders in a positive manner in multinational companies, Leadership styles have influence on motivational level of multiethnic workforce, are indicated in the proposed relationships of model in a way that the impact of cross cultural business environment on HRM practices and impact of globalization on leadership styles, i.e. developing employee relationships causing change in leadership style are explored and discussed in the literature review section of the study. After such variable identification, the impact of cross culture and globalization on leadership is indicated through three independent variables of the study, i.e. HR practices, modified HR practices and employee relationships. The other two hypotheses indicating the impact of leadership on motivational level of employees as well as on motivational level of multiethnic work force are indicated by the mediating and the dependent variable of the study which is the goal achievement. As goal achievement is used as a proxy for motivation.

## **5.3 Results**

### **5.3.1 Estimated Structure Model**

Structural model is estimated using AMOS, in order to find the relationship between endogenous and exogenous variables. Estimated model is as follows:

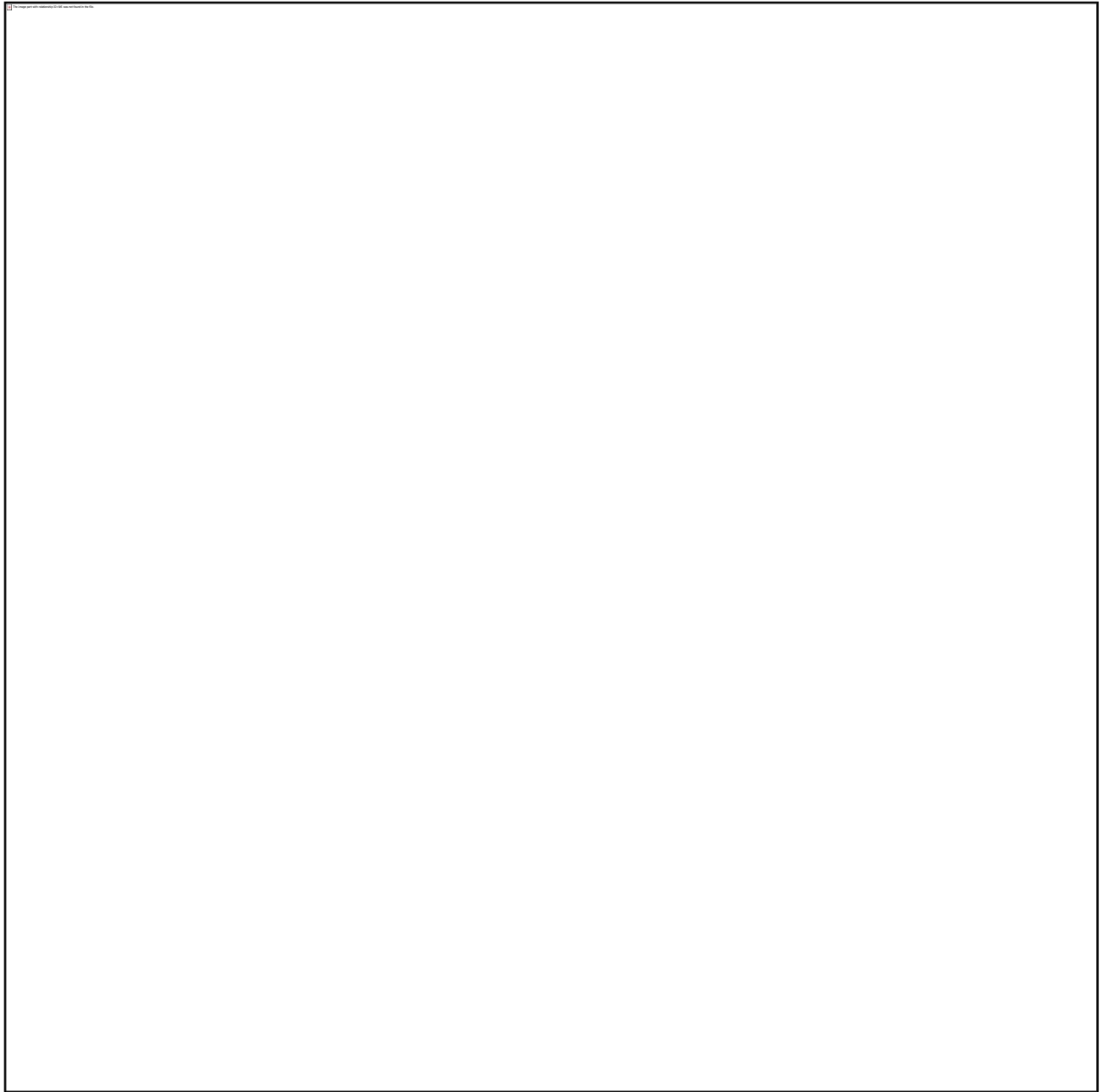


Fig 5.4 : Estimated Structure Model

Ingram et al, (2000) propose following hypothesis for structural models in AMOS:

Ho: The fit is good

Hi: The fit is not good

Structure models are estimated through chi-square; here  $H_0$  indicates that the proposed model is depicting the relationships between all variables perfectly. While rejection of  $H_0$  indicates that the fit of proposed model is not good, means we are required to propose some other relations. The results of current study are as follows:

➤ **Result (Default model)**

Minimum was achieved

Chi-square = 1.588

Degrees of freedom = 2

Probability level = .452

As here p-value is greater than 0.05, thus we could not disprove the null hypothesis that the fit of proposed model is good. It is depicting the relationships very well, thus the proposed model is accepted.

**Regression Weights: (Group number 1 - Default model)**

			Estimate	S.E.	C.R.	P	Label
change_in_leadership	<-- -	HR_Practices	.041	.016	2.527	.011	
change_in_leadership	<-- -	Modified_HRPractices	-.043	.022	-1.981	.048	
change_in_leadership	<-- -	employee_relation	-.087	.068	-1.282	.200	
goal_achievement	<-- -	change_in_leadership	.313	.087	3.579	***	
goal_achievement	<-- -	employee_relation	.096	.066	1.452	.147	

Table 5.19 : Regression Weights measured from Structure Model

Above table depicts that at 5% confidence interval, three proposed relationships are significant e.g. between HR practices and change in leadership, Modified HR practices and Change in leadership, and Change in leadership with goal achievement. Thus from the results i.e. regression weights illustrated in the above table it can be interpreted that HR practices and modified HR practices, in the presence of multiethnic workforce, significantly impact the change in leadership. Then leadership significantly impacts the goal achievement. Although employee relation also impacts the change in leadership and goal achievement but still they don't have significant impact. The path estimate of HR practices is 0.041 which means HR practices positively affect the change in leadership while Modified HR practices negatively impact the change in leadership. It may be in this way that when organizations transform their HR practices into more effective globalized practices that may align with the requirements of multiethnic workforce than leaders are not required to adopt any other leadership style. They may even implement the modified HR practices having their own leadership styles. But when organizations do not modify their HR practices accordingly leaders need to adopt other styles so that they can manage and lead the diverse teams very well. Thus the relationship between modified HR practices and Leadership style is negative, as they both move in opposite directions.

While looking at the relationship between change in leadership and the goal achievement, its depicted from the above table that change in leadership practices significantly impact the goal achievement for leaders as well as organizations. This means that when leaders adopt new leadership style according to the changes in work force due to the involvement of multi ethnic workforce, they are capable of achieving their desired goals. It means that change in leadership style positively impacts the motivational level of employees, and motivated employees help leaders achieve their desired goals, which are based on the core purpose of the organization.

In structure equation modeling, the proposed structure or model under study is further verified by other model fit criteria that depict that whether the proposed model is best explaining the relationships or there is any need to modify the relationships accordingly. Model fit summary is as follows:

#### ➤ **Model Fit Summary**

**Table 5.20: CMIN**

Model	NPAR	CMIN	DF	P	CMIN/DF
Default model	13	1.588	2	.452	.794
Saturated model	15	.000	0		
Independence model	5	35.781	10	.000	3.578

Above table is depicting the model fit on the basis of CMIN, while the decision is on the basis of following criteria:

**CMIN:** The smaller, the better. **CMIN/df:** Large value = poor fit, Good fit:  $\sim 1$ , Acceptable fit [1-2], Sometimes: [1-3] or [1-5]

The default model is the model under study, saturated model is the full model; depicting all the possible relationships and independent model is without having mediation. Thus decision is on the basis of default model. CMIN of default model is 1.588 which is within the range of acceptable fit 1-2.

**Table 5.21: RMR, GFI**

Model	RMR	GFI	AGFI	PGFI
Default model	.026	.995	.960	.133
Saturated model	.000	1.000		
Independence model	.376	.908	.863	.606

Next the decision is on the basis of GFI (goodness of fit index) and AGFI (adjusted goodness of fit) criteria, having following ranges.

**GFI:** 0 = poor fit, 1 = exact fit

**AGFI:**  $-\infty$  = poor fit, 1 = exact fit

The above table depicts that GFI and AGFI, both are above 0.9, which is the minimum acceptable range. As 1 indicates the exact fit thus 0.995 and 0.960 are close to 1, hence the model is good fit.

**Table 5.22 : RMSEA**

Model	RMSEA	LO 90	HI 90	PCLOSE
Default model	.000	.000	.170	.550
Independence model	.147	.097	.201	.002

In contrast to other goodness of fit criteria, RMSEA (root mean square error of approximation) is considered as badness of fit criteria, having decisions on following basis:

**RMSEA:** RMSEA=0: exact/good fit

RMSEA<0.05: close fit

RMSEA>0.08: reasonable error of approximation/mediocre Fit

RMSEA>.10: Poor fit

**PCLOSE:**

PCLOSE<=0.05 No fit

PCLOSE> 0.5: good fit

The above table depicts that RMSEA of default model is 0.000 and PClose is greater than 0.5, thus both criteria showing that the model is exact or good fit.

**Table 5.23 : AIC**

Model	AIC	BCC	BIC	CAIC
Default model	27.588	28.968	63.825	76.825
Saturated model	30.000	31.593	71.812	86.812
Independence model	45.781	46.312	59.718	64.718

In last AIC (Akaike information criteria) is used to compare the model with the saturated model and the independent model. Although other criteria are also there in the table like BCC, BIC and CAIC, but here the decision is on the basis of AIC. The decision criteria for AIC is as follow:

**AIC :** High value = bad fit

As AIC helps making comparison among different models, thus the model having lower value is considered to be the good one, while model having high value is considered to be the bad fit. The AIC value of default model in the above table is 27.588, which is lower than the saturated model AIC as well as the independent model AIC value. Hence the default model is good fit.

According to Ingram et al (2000) all the above criteria and the value of chi square has proven that the proposed model is the good fit model, which is explaining the relationships among different variables very well.

## **5.4 Discussion**

The basic motivation and aim of the study is to investigate the impact of changing leadership style (in a global perspective) on motivational level among employees with multiethnic working environment. Thus to fulfill this purpose certain questions are proposed to find their answers e.g. Do different leadership styles have different effects on the performance of multi ethnic work force? Does globalization have an impact on leadership styles of leaders in companies operating globally? Does Staff Turnover (T/O), Staff Retention and Staff Satisfaction indicate the organizational performance in multinational companies? Do different leadership styles have different effect on motivation level of employees in multi ethnic workforce? Thus based on these research questions following hypothesis are proposed:

**H1: Leadership affects the motivational level of employees.**

**This hypothesis is accepted through** estimation of structural model estimation, while goal achievement is used as a proxy for measuring motivational level of employees, because leaders are only able to achieve their organizational goals when their subordinates are motivated. Thus, above **hypothesis is accepted** based on the estimated structural model, the proposed hypothesis is true that leadership affects the motivational level of employees.

**H2: Cross cultural business environment has transformed the landscape of HRM practices.**

Data collected from questionnaires and interviews depicted that HRM practices have been transformed due to cross cultural business environment. E.g. items measured by questionnaires are depicting that HRM practices have been modified in the terms of global human resource management, cultural diversity management, leadership transformation (adopting global leadership) etc. The transformed landscape of HRM practices is measured as a latent construct *Modified\_HRPractices* through factor loading and then conformed by confirmatory factor analysis. Thus, the measurement model depicts that the **proposed hypothesis is accepted that** the cross-cultural business environment has transformed the landscape of HRM practices towards global perspective.

### **H3: Globalization has changed the leadership styles of leaders in multinational companies.**

**This hypothesis is accepted** based on analysis of data collected through interview questions asked from managers of two international airline companies. The open ended questions, coded on the basis of the common words used indicated that 67.5% managers responded that while working in multinational companies they have changed their leadership styles due to globalization (adopting global leadership). And this change in leadership style is quite necessary for leaders of multinational organizations in order to survive in the industry. Hence the proposed hypothesis is accepted that globalization has changed the leadership style of leaders in multinational organizations.

### **H4: Different leadership styles effect differently on motivational level of multiethnic workforce.**

The item measured through open ended questions asked in interviews measured the impact of different leadership styles on motivational level of employees. Leadership styles are divided into two forms e.g. first those leaders who prefer making relations with employees while the others are those who do not prefer making relations with employees. Leaders preferring building relations are relationship oriented leaders and the others are task oriented leadership. The variable measured in interview question is named as *Employee relations* following Tansel and Gazioglu (2012). Thus the estimation showed that 74.2% managers prefer building relations with employees and

further the structure model estimation depicts that building employee relationship not only impacts the changes in leadership rather it also affects the goal achievement of leaders as well as organizations.

Thus depicting those leaders who prefer making relations with employees (being friendly, getting feedback and listening to their issues) will be more capable of achieving their goals while those who do not prefer making relations will be less capable of achieving their goals. As goal achievement is directly related to the motivation level of employees, it can be interpreted as the relation oriented leaders affect positively on motivational level of employees while task oriented leaders are not capable of motivating employees effectively (Khuong and Hoang, 2015). In the presence of multiethnic workforces these leadership styles become more critical in affecting the motivation level of employees (Oleary et al, 2011). Because in multi ethnic work forces, leaders are required to build relations with employees in order to develop the deep understanding of their cultural values, norms and expectations, which can be achieved through interactions with employees, which in turn will help them motivating employees. Hence **the proposed hypothesis is accepted** that different leadership styles affect differently on motivational level of employees, leadership style adopted according to the global perspective will lead to high motivation while any other style may lead to negatively influencing motivation.

Thus all the results indicate that in order to explore the impact of leadership styles (adopting any particular leadership style instead of global leadership) on motivational level of employees in multiethnic work environments, it is found that the managers/leaders of multinational organizations do not practice their traditional leadership styles in their organizations specially when there is huge involvement of multi ethnic workforces. For example the two international airlines which are studied in current study, the Saudi airlines and the British airways, have quite diverse work force including white not Hispanic, black not Hispanic, Hispanic, Asian or pacific islander, Filipino, British and Saudian and some others. Thus in the presence of such a diverse workforce having multi ethnic groups of people, leaders have changed their leadership styles and leadership practices. Such changes affected the motivational level of employees differently. E.g. some leadership styles affect positively while others affect negatively on the motivational level of employees of multi ethnic workforces.

Leaders, who are able to understand the importance of leadership, its styles, practices and the need for changing leadership practices according to the requirements and expectations of employees of multi ethnic backgrounds, are the most successful leaders in order to, motivate their employees (Malhotra et al, 2007). While the ones who lack understanding of these key items, also lack their capabilities to motivate their employees. Leaders success is depicted in his/her goal achievement that how much s/he is able to motivate the subordinates (Dasgupta and Asgari, 2004).

The impact of leadership and its impact are also illustrated by the employee turnover ratio of the company. In order to have a closer look of employee turnover rate of both companies under study, it is found that the employee turnover rate is quite low in British Airways while it's quite high in Saudi airlines. Thus clearly depicting the success or failure of leadership practices in multi ethnic workforces. British Airways is having strong leadership skills as well as have made timely and effective changes in its leadership practices in order to cope with the multi ethnic workforce. While Saudi airlines are lack of good leadership skills that are depicted in high employee turnover rate of the company. Thus the results of the study also depict that different leadership styles affect differently on the motivational level of employees in multi ethnic work environments which is reflected by the employee's turnover rate. Because the decrease in motivation level of employees leads them towards dissatisfaction of job, hence leaving the organization.

All the results indicate that while moving in international markets, leaders should be capable of understanding the issues related to multi ethnic workforces because their leadership style as well as practices plays an important role in improving or declining the motivational level of employees. Thus they are required to develop the clear understanding and deep knowledge of different cultures, especially the culture of the region in which the company is operating. It's the core responsibility of leaders because it will impact the overall performance of the organization. If leaders fail to understand these key aspects of leadership they impose quite negative impact on the motivational level of employees, reflected by the goal achievement.

## **5.6 Conclusion**

Last two decades of emerging globalisation have motivated lots of discussions and researches to explore the cross-cultural dynamics of organizations and HRM. Becker and Huselid (2006) have explored that in recent globalized business world, cross-cultural dynamics is the main issue confronted by business organisations. In direction to this, it is elaborated that for a business organisation, which has expanded its business operations at the international level, needs to face problems regarding the blend of different cultures at the workplace. In this context, the success of the organisation profoundly depends upon its capabilities to cope up with different problems related to cultural diversity. Cultural dimensions rely on value systems that are said to affect 'human thinking'. Culture is consequently presented as consisting of values, organised into systems or dimensions. In this regard, Hofstede's definition of culture presents 'traditional' (i.e. historically derived and selected) ideas and especially their attached values as 'the essential core of culture'. Liu, et.al, (2007) have highlighted that cross cultural diversity simply refers to the scenario in which, the management of the organisation is required to face some of the critical issues due to the presence of more than one culture at the workplace. In conditions of cultural diversity within the organisation, there are a number of different HRM related issues which can emerge within the organisation. In this context, first and foremost issues are the employee motivations. Cultural norms in which an employee works plays a significant role in the motivation level pursued by the employee. Positive and supportive organisational culture enhances the productivity and efficiency of the employee, while at the same time, different cultural norms reduces willingness and motivational level of the employee.

According to Hummel (2012), the economic development of a business depends on its ability to be successful in international markets, although international markets are surrounded by cultural dynamics. Culture, having a bunch of definitions, may be defined as the collective experiences of individuals as a single social setting having an impact on individuals' reactions, attitudes, behaviours and decision making in everyday lives. Each social setting has its own culture that also affects the ways of doing business in that particular culture or social setting. Thus particular cultural values not only affect the practices of business operations but have a very strong effect on the beliefs and behaviours of individuals working as an employee of the organization. So businesses

require handling such particular cultural practices through HR practices and effective leadership styles. Business leaders need to overcome the challenges of geographical and cultural differences in order to build and lead responsive multi-cultural teams. Although technological and communication advancements have made it quite easier to make interactions with different cultural groups but still they have to face terrifying cultural obstructions that are a challenge for their leadership traits.

Along with many other business practices, HRM practices are one of the most affected parts of businesses through multi-cultural business environments. As globalisation has expanded the scope and dimensions of the business practices undertaken by an international business organisation, it has become quite crucial for the organisation to align its different core management related functions including management of human resources (HRM). As the human resource of the organisation is the asset, which gets affected quite significantly due to change in the organisational culture, so there is a need of making some intensive and strategic steps for the purpose of managing human resources in cross cultural environments. Sirkin, et.al, (2008) illustrate that in highly globalised business world not only business operations but also HRM practices are considered to be an essential part of business success or failure, especially in international markets. Thus it has become crucial for businesses to adopt international human resource practices, which incorporates the existing HRM practices with modifications in terms of global perspective. IHRM induce the management to be quite attentive towards resolution of global workforce related problems. In relation to this, all the HR related practices such as recruitment, selection, training and development have been started to be undertaken from the perspective of IHRM. The changing attitude of HR managers for the development of individuals within the globalised business environment is the principal postulate of IHRM in the existing business environment.

According to Anderson (2005) organisational training activities as a crucial aspect of successful HRM practices of an organisation, has also been changed quite intensively under the influence of globalised business environment. In multinational business organisations, training of multi-ethnicity and different languages has become one of the prime practices. Moreover, in order to mitigate the issues related with cultural differentiation, there are different HR related programs such as expatriate training and

employee exchange programs have become quite common organisational practices undertaken within organisational settings at international level. Draft (2010) states that recently the landscape and practices of HRM has been changed dramatically because it has become vital for HR managers and leaders to manage diversity emerged from globalised markets and incorporation of diverse workforce, so businesses now mainly focus on the HRM practices of their organizations to manage it.

Leadership is the phenomena that lead individuals to influence and guide their activities in the manner that core objectives of the organisation can be accomplished in the most efficient way. The leadership approach casts an intensive impact over different organisational activities as well as perception, and operational efficiency of individual within the organisation. Wit and Meyer (2010) illustrate that leadership plays a vital role in the disposition of organisation. As leadership is the art of guiding and motivating people for the purpose of accomplishing some crucial task, it becomes vital for the organisation to have some good and positive leadership skills that are quite capable of motivating and driving all of its employees towards achieving some integrated goals and objectives. In order to motivate employees to work in a tough and dynamic organisational culture, a leader pursues a crucial and vital role. Working in a cross cultured business environment and dealing with complications due to cultural differences sometimes proves quite difficult for employees and this difficulty directly reflects in their operational efficiency. There are a number of different problems related with compatibility and conflict handling, which are frequently faced by employees in a cross cultural environment. The study continued to argue that in such conditions, it becomes a decisive role of the leader to maintain the level of efficiency and dedication among employees even in adverse business conditions. For this purpose, a leader undertakes several different steps and strategies for resolving problems faced by employees. Because due to cultural differences within the organisation, the leader cannot apply a specific leadership style for the purpose of guiding and leading a cross cultured workforce of the organisation because the leadership style suitable in one culture may not be suitable to be implemented in other cultures as well. Thus, it is not feasible for the leader to go with a specific leadership style. Chuang (2013) have also highlighted the essential expertise and leadership skills required for the development of diverse workplaces. Although global markets have enhanced opportunities for

international organizations but leadership effectiveness has become a major challenge for them. Despite all other issues faced by such businesses in international markets, the effectiveness of global leadership and management of diverse workforce has become vital in emerging globalised business world. Leadership is an essential component for the success of business, thus global leaders must be aware of the expectations of employees belonging to different cultural backgrounds.

Work groups may have dynamic cultural processes on the basis of differences in roles, norms, relations and behaviours, and global leaders can deal with these varying processes through dynamic multi-cultural competencies that are vital for global leaders in order to survive in global markets. Such competencies can be developed through personal enrichment and development of multi-cultural experiences. Global leaders can adopt different strategies to deal with these varying characteristics of workforce. Integrative leadership is regarded as the best type of leadership for the managers working in a multi-ethnic environment. In this context, the theory of integrative leadership states that integrative leadership is mainly an approach for influencing the mindset of people based on their personal goals, values and ambitions. Thus, integrative style of leadership adopted will prove to be quite effective for managers working in multi-ethnic environment as it would help in overcoming the cross-culture differences existing between the people belonging to diverse cultural backgrounds.

Different strategies of a leader, such as team formation, allocation of group tasks, collective rewards and performance management system, and enhancement in the intra-group communication, can be proved quite vital in management of conflicts due to workforce diversity. In addition to this, leader also plays a prominent role in the employment of some effective and crucial strategies with organisational context as he or she pursues some crucial authorities in this regard. Chuang (2013) argue that the organisational environment and its culture are directly correlated with the approach of leadership employed by the leader of the organisation. Effective and supportive leadership style of the leader leads to develop a supportive organisational culture and environment that leads in managing the problem caused due to multi-ethnic organisational environment. The assertive leadership style adhered by the organisational leader supports every employee of the organisation to come forward and have a good communication with the leader. This will be quite crucial for the employee

also, to have an effective solution of all problems faced by the organisation in the existing multi-ethnic working environment.

Strand (2011) argues that today businesses have transformed from simpler local markets towards more complex international markets, while the most important ingredient to success remained constant all over time, and that's the communication skills of the leaders, either in homogenous workforce or in today's diverse multi-cultural workforce. Leaders can only play their vital roles in diverse cultural environments if they are well aware about the cultural aspects and employee's behaviours in turn of particular cultural aspects. Thus leadership has an essential and vital role in an organization's success in cross cultural business environments. Supporting the role of cultural dimensions in the organisational values, **Geert Hofstede** (1984) has stated that, 'The collective programming of the mind, which distinguishes members of one human group from another. Culture, in this sense, includes systems of values; and values are among the building blocks of the culture' (Brooks, et al 2004, pp194). These cultural dimensions are a key for multinational companies in order to understand the cultural differences and adopting leadership strategies accordingly.

Employees are a backbone for any organization, and organizations are aimed to get the best and the most from their employees. For this purpose, employees are always kept motivated to deliver their best. But certain motivational problems arise when people from different cultures come with different beliefs, values, norms and expectations, and dissatisfied due to the cultural barriers. Thus a strong need for effective leadership arises here (Forson, 2012). Leadership style in which leader adopts such practices which are compatible with the culture of country in which company is operating and functioning (Martin, 2006). In support of this statement, Hatcher (2002) has explored that the cultural background and scenario has a vital role to play in designing the leadership style, which can contribute in generating effective results. Because the workforce of companies in different cultures has different requirements and essentialities that are to be catered by the company in order to positively motivate them to work effectively. The company needs to understand the cultural requirements, which will ultimately help in maintaining a high level of work efficiency and producing better result for the company.

Fairholm and Fairholm (2009) state that it is extremely crucial that the leadership style adopted by the organization should be in alliance with their culture as it has direct relation with the employee motivation level. If the employee is not able to connect with practices of the organisation, he might not be able to contribute cent percent for the development of the company. Culture also influences the motivation level as it gives the feeling of belongingness to employees. Employees are able to connect themselves with the company and this contributes in increasing their efficiency. Moreover, Arslan and Staub (2013) argue that the role of leadership is vitally important for the improved performance of organization, which in turn is directly related to the motivation level of employees. While employees motivational level relies on their satisfaction in terms of very few or even no cultural differences between organizational practices and employees norms and beliefs. If there would be no cultural hurdle for employees, it will create a sense of belongingness towards employees and they will be highly motivated for their tasks. Thus it depends on the leaders that how much they understand the host culture and how much they get involved the employees in order to keep their motivation high.

Hofstede, et.al, (2007) also proposed comparison of countries using cultural dimensions, considering that each culture must deal with several ‘universal problems’ and proposes three ‘problems’: social interactions, passage of time and relationship to the environment that unveils seven dimensions of culture. Understanding of these culture dimensions is necessary for global leaders in order to motivate their employees. Amin, et. al, (2013) explored the impact of leadership style on employee’s job satisfaction and found that leaders’ style of leadership directly affects the motivation level of employees which in turn is reflected in their job satisfaction. If leaders positively affect employees, their motivation level will increase and it will have a positive impact on organization’s performance. Organizations leaders should adopt such leadership styles that align with the values, norms and expectations of employees, so that their motivation may not be harmed. For this purpose, leaders need to understand the prevailing culture of the organization as well as the cultural background of the employees in order to have a positive and strong relation with the employees, because employees can never be motivated unless they feel secure and have a feeling of

belongingness with the organization. And such feeling of belongingness can only be created when employees feel their cultural values are respected here.

Manzoor (2012) investigated the impact of motivational level of employees on the effectiveness of organization and found that empowered employees are the most motivational ones and these empowerments comes from their leaders when they treat employees according to their norms and cultural values. Thus the motivated employees contribute positively in the effectiveness of organization. Author argued that there is a very strong and positive relationship between employees' motivation and organizations performance; the motivated employees are a source of organizational growth. Thus the leaders of organization should treat the employees according to their cultural norms, values and expectations to keep them motivated, which in turn will contribute in the organizational performance and growth. While a contradictory view about the relationship of motivation and nationality is presented by Rothacker and Hauer (2013), who state that employees motivation does not depend on the their nationality or culture, rather leaders' specific behaviour can determine the motivation of employees. Leaders can adopt varying styles to motivate employees irrespective of the nationality of subordinates, because they will get motivation from leader not from their own cultural or national values. Although, all leadership styles were found to be motivated but still some particular styles may result in greater motivation as compare to the others. Thus leaders in multinational or multi-cultural organizations can adopt any style, without considering the cultural or nationality specific traits of employees. It just depends on the skills of leaders that how they implement strategies to motivate employees, thus finally Rothacker and Hauer (2013) recommend that leaders should keep tracking and identifying the key behaviours that can motivate employees in multinational teams and should treat employees as individuals not as a member of particular cultural setting. Moreover they argue that leaders should adjust their behaviours according to the needs and expectations of subordinates.

While other studies like Binfor, et. al, (2013), Naile and Selesho (2014), Khoung and Hoang (2015) have contradictory arguments in contrast to Rothacker and Hauer (2013) while studying the impact of leadership and leadership styles on employees motivation and job performance in their individual studies. Like Binfor, et. al, (2013) argue that the nature and patterns of work organizations have changed immensely due

to the involvement of international market requirements and diverse workforces, thus leaders need to identify the changing roles of human resource as well. Leaders should identify the changing strategies that can be adjusted according to the changing roles of workforce and work environment, so that the employees can be kept motivated. Because leadership and its styles have an immense impact on the motivation of employees so in multinational team leadership role becomes more important to have a positive impact on the motivation level of subordinates.

Leadership is the capability of a person or organization to "lead" or direct different people, groups, or whole associations. There are several types of leaderships that are practiced in different organizations by leaders. Each leader has his/her own leadership style that plays either a positive or a negative role in the motivation of employees in organization. I.e. Task oriented leadership is characterized as the extent to which a leader sets their supporters parts, concentrates on objective accomplishment, what's more, builds up very much characterized examples of correspondence. A task oriented leader concentrates on giving structure to his workers and urges them to complete their tasks at the primary point. In the given structure, representatives take after tenets and strategies as built up by the leader bringing about strict direction. Relationship oriented leadership represents the extent to which a leader demonstrates his consideration and appreciation for their adherents, pays special mind to their welfare, and communicates thankfulness and support. Relationship oriented leadership can make a more grounded impact on representative inspiration (both from employment and leader inspiration), contrasting with undertaking focused leadership, which has a somewhat more grounded impact on leader execution.

Change oriented leadership is characterized as capacity to get acquainted with changes, rolling out improvements, and finding powerful specialized/techniques to speak individuals about the change. Change oriented leadership conduct is principally worried with enhancing vital choices; adjusting to change in nature; expanding adaptability and advancement; rolling out real improvements in procedures, items, or benefits; and picking up responsibility to the progressions. Participative leadership is very much characterized as creating basic leadership through inspiring and empowering representatives participate in settling on critical choices or if nothing else all of those representatives will share impact in basic leadership. Participative Leadership included

"dealing with the gatherings, affecting responsibility and congruity, and helping with strife and correspondence issues".

In term of charismatic leadership, a leader/leader makes his/her devotees trust that their leader has uncommon leadership capacities. To be more particular, those leaders are "astoundingly expressive individuals, who utilize talk to convince, impact and activate others" (Kuppler, 2014). Charismatic leaders will have a few basic attributes, obviously: they have vision and explanation, they are touchy to their devotees, they will go out on a limb, and they appear whimsical conduct. Autocratic leadership is exhibited as a controlling, order, or coercive leader, who from time to time takes choices basing on contribution from their subordinates. Principle qualities of value-based leadership incorporate obligation, decency, genuineness, and guarantee keeping. Consequently, in value-based leadership "supporters are persuaded by leaders' guarantees, acclaims, and compensates or they are remedied by negative input, censure, dangers, or disciplinary activities".

The most important leadership style in multiethnic work environments is cross cultural leadership. Cross cultural leadership is not associated with any particular leadership style or its even not a single specific style of leadership, rather it's the role of leadership in varying situations and cultures. Individuals belonging to different cultures interact differently with each other and these varying interactions are tried to be understand through cross-cultural psychology. Thus in order to understand the roles and interactions of global leaders who serve in international markets, cross cultural leadership has been developed, to fulfill the requirements of international organizations that require leaders to adjust quickly in varying situations and cultures to get work done by employees of those cultures. All this is done under one assumption that a manger successful in one culture or country may not necessarily be successful in other cultures and countries. Cross cultural leadership may have its relation with Hofstede's cultural dimensions which are guiding assumptions for leaders through which they can develop understanding of different cultures and can modify their leadership styles accordingly?

The role of leadership is important in every business either its profit oriented or a not for profit organization. In their study about health care system, it is found that successful leaders always focus on their roles in particular situations because either

these are the clients or patients, they cannot get satisfied services from staff unless leaders play their effective role. Thus no organization can perform well without the involvement of effective leaders and their leadership roles. In contrast to management that only focuses on the management of processes and operations of businesses, leadership manages and influences the workforce of the organization. As no work can be done without active and effective contribution of workforce in business operations thus leadership is vital for the management of workforce. Employee will not perform in their best way unless leader will not influence and motivate them for the achievement of goals of the organization. Thus leadership is the most important component in any organization's success, and organizations should be well aware about this importance to be successful in today's highly competitive and globalised business world.

Leaders' particular focus is on getting results, thus all leadership trainings and programs are designed to manage people and organizations in an effective manner to reach the results. All leadership styles consisting of different components of management and emotional intelligence are focused on the working environment of the organizations. Working environments are nothing but a system formed through the combination of practices and workforces. Thus the ultimate focus of leadership is on managing the workforce of the organization in an intelligent manner. Although each leader having its distinctive style of leadership manage differently and have distinctive influence the working of employee and their motivational level. Leadership incorporates an exclusive set of functions and activities with an ultimate purpose of managing people in an effective and efficient way. Because the core purpose of any business entity is get the best from its people and this can be only achieved when people made the organization's goal as their own one, and leadership plays its role in forming the mindsets of its individuals to align individual's goals with organization's goals. Only leaders can do this and they play their role making this happen actually. Thus leadership is quite important to get the goals of organizations achieved effectively and efficiently. No one can ignore the importance of leadership and its role in management of people. Author further argues that leadership uses its distinctive set of functions and activities to manage people. It tries to make relations, taking them in confidence, resolving their issues and making them feel the most important ones for the

organization. In this way it not only is successful in managing people but also in achieving the ultimate purpose.

The most effective leadership skill is to build relationships, since the goals have to be achieved together than all should move together as well. Common goals cannot be achieved alone, thus the successful leaders are well aware about this fact and they focus on building strong relationships with their subordinates. As leadership is all about dealing people and influencing their behaviors, thus it becomes vital for leaders to build relations with their subordinates. Hence depending on the particular style of leaders that whether they prefer to build relations with employee or not, because some leaders are just task oriented while others are relationship oriented. Relationship oriented leader's play their role in building relations with subordinates with a perspective that building relations means moving together towards attempting a common goal.

Transformational leaders are the good relationship builders, because transformational leadership is mainly focused on implementing novel ideas, keeping flexibility in order to adopt new changes and continuous improvement in relationships with people surrounding them. Author further adds that transformational leaders build and improve relationships with individuals by implementing one or more elements linked with transformational leadership like; charisma, rational simulation, encouraging motivation and individual consideration. Author also points out the key factors that should be considered by leaders to build strong relations with employees including removal of communication hurdles among employees and leaders, the history of relationship between both parties and the ability of leader to direct an individual's professional aims. Although organization culture is one of the dominating elements in considering these factors, still all depends on the ability of leaders that how good they are in relationship building.

Motivation is a traditional phrase associated with leadership, because leadership is all about influencing the behaviors of individuals at work. Thus such influences may be in any form either positive or negative. But the basic purpose of leadership is to motivate individuals so leaders should influence positively to keep the employees motivated and empowered. Leaders are not directly concerned with the assigned jobs and making people accountable to perform those jobs, rather they are focused to inject

positive energy in processes through people. Thus they play their important role in motivating individuals and making them empowered.

Different leadership styles have different communication patterns like charismatic and relationship oriented leadership are more communicative in contrast to task oriented leadership which is less communicative while communication style also affecting the knowledge sharing behaviors, performance, satisfaction and employee's organizational commitment. Author argue that leaders' communication style impacts the desired leadership goals and outcomes. Leaders who are good in communication with employees are successful in building good relations with employees thus able to get the desired outcomes through employees. Leading team is not an easy task hence there are better and worse times to interact with teams depending on the leading abilities of leaders that how much they are able to identify the best times. Leading teams doesn't makes sense that leader can go and interrupt the team any time rather they should inspire and motivate the members to perform their best and then wait for the best time to intervene with the team. Team leaders enhance the performance of teams by strengthening their feelings of empowerment.

Leaders use different approaches in order to motivate and inspire followers. Leadership does not have a single universal style that can be best fitted in all situations; rather leadership has different styles and approaches according to the suitability of organizations, situations, individuals or working teams. Thus it is necessary to have a complete understanding and knowledge of various approaches of leadership because such knowledge increases the efficiency of leaders like; Autocratic leadership is intense shape of transactional style of leadership in which leaders hold the complete power upon their subordinate. In bureaucratic leadership, rules are followed rigorously and employees are compelled to follow the procedure exactly. Mostly this approach is applied in organization where serious safety issues are involved. Charismatic leadership also known as transformational leadership inspires and motivates employees in their teams. This approach creates expectations from both sides e.g. followers and leaders. Laissez free leadership allows the employees to do a job on their own, so it may be the best or in some situations the worst style of leadership. Leaders practicing this approach relinquish responsibilities and ignore decision making, while giving complete freedom to the teams to get the work done and setting their own deadlines. Transactional

leadership is based on the idea that team members have to obey the leaders since they accepted their jobs in organizations. The transactional leaders have the mindset that organization compensates the employees for their efforts made for the organizations, so the leaders can punish the team members if they do not work according to the standers.

Culture is not just an emerging concept rather it's an important factor affecting the behaviours of individuals. Author argues that employee's behaviours are not driven by their personalities but through their cultural values and practices. Most of the time the word 'culture' is misused and people perceive it just as a surface phenomenon, rather they should be able to understand that culture is the core; people live in culture, display their culture and always driven by their culture.

On the basis of all these previous findings and observations, current study is based on mixed method of research, as the data is collected through questionnaire as well as interviews. Questionnaires are based on quantitative data while interviews are based on qualitative data. The key issue of interest is to investigate the impact of leadership styles on motivational level of employees in multiethnic workforce environment. For this purpose data is collected from two airline companies; the Saudi Airlines and the British Airways. Qualitative data gathered from interview questions is coded on the basis of common words used in answers. All data is arranged in SPSS and estimated through SPSS and AMOS. The proposed research questions and hypothesis are investigated through a proposed structure model of the study. It is proposed that the three independent variables HR practices, Modifies HR practices and employee relations impact the change in leadership, which in turn impacts the goal achievement. Goal achievement is used as a proxy to measure the employee motivational level, because basic purpose of the study is to measure the impact of leadership on motivation of employees. Leaders' influence on employee motivation is reflected in his/her goal achievement because the motivated employees are the ones who help in better achievement of goals. Thus higher goal achievement reflects the positive impact on employee motivation and vice versa. After empirical analysis it is found that majority of employees of multiethnic workforce, of two multinational companies, are agree that applied human resource management, modified HR practices in global perspective, the attitudes of HR, successful management of multi ethnic employees, cultural diversity

management and integration of employees' competencies have an effect on motivational level of employees. While from the results of interview questions it is found that most of the leaders have changed their leadership style and practices, prefer building relations with employees and these changes and relationships result in an increase in goal achievement.

After having an estimation of the proposed model of the study, it is found that HR practices, modified HR practices and building employee relations impact the change in leadership and this change in leadership impacts the employees' motivational level of multi ethnic working environment, which is reflected in the goal achievement of leaders. Current study used the goal achievement as the proxy of employee motivation because this relationship is developed in the previous studies. Thus higher goal achievement or success in goal achievement reflects the employee motivation. It is found that in multi ethnic working environments, different leadership styles effect differently on motivational level of employees. As the leaders who prefer building relations are having positive impact on motivational level of employees and are able to achieve their desired goals well. While the leaders who do not prefer building relations and are not able to achieve their desired goals. Thus the study found that relationship oriented leadership affects positively on motivational level of employees in multiethnic workforces while task oriented leadership affects negatively on motivational level of employees in multi ethnic working environment. Hence leaders and organizations are required to change their leadership practices according to the requirements of multiethnic workforce so that they can survive in the global business world.

### **5.7 Recommendations and Future Implications**

In an intensive changing and globalised business world, it's hard for leaders to survive without understanding the changing role of leadership and requirements of its varying styles. Leadership has a direct impact on motivational level of employees, thus leaders in multinational organizations, having diverse workforce, have a strong need to understand the impact of different leadership styles on motivational level of multi ethnic employees. So leaders should develop deep and clear understanding of different cultures and suitable leadership practices for them.

Current study is just limited to only two types of leadership; the task oriented leadership and the relation oriented leadership. In future same type of research can be conducted in order to investigate the impact of particular leadership styles on motivational level of multiethnic work force.

## References

- Abbe, A., Gulick, L. M. V. and Herman, J. L., 2007. Cross Cultural Competence in Army Leaders: A Conceptual and Empirical Foundation. Study Report 2008-01. Arlington, VA: U. S. Army Research Institute for the Behavioural and Social Sciences.
- Afiounia, F., Ruëlb, F., and Schulercd, R. 2014. HRM in the Middle East: toward a greater understanding. The International Journal of Human Resource Management 25 (2), Pp 133-143.
- Agbanrin, M., 2014. Managing Change at British Airways, An Introduction. [Online]. Available at: [www.slideshare.net/](http://www.slideshare.net/) [Accessed 15 April 2015]
- Aldharrab, M., Alyousef, A. and Aljuwaidi, L., 2013. Saudi Arabian Airlines. [Online] Available at: <http://prezi.com/9kat785htvhx/saudia-airlines/> [accessed 14 March 2015]
- Alexandrou, A., Bartle, R. and Holmes, R., 2001. Human Resource Management in the British Armed Forces: Investing in the Future. NY: Routledge.
- Alkhatib, A., 2013. Saudi Arabia Airlines Rewarding System: The Need of HRM System Based on Performance to Recruit Talent and Ensuring Motivation. HR Resourcing. [Online]. Available at: [www.academia.edu/6026695](http://www.academia.edu/6026695) [Accessed 18 April 2015]
- Almutairi, D. O., 2013. The Relationship between Leadership Styles and Organizational Commitment: A Test on Saudi Airline. World Review of Business Research. Vol. 3. No. 1. Pp. 41-51. Satisfaction. International Bulletin of Business Administration. Vol.3. Pp.17-29
- Amanchukwu, R. N., Stanley, G. J. and Ololube, N. P., 2015. A Review of Leadership Theories, Principles and Styles and Their Relevance to Educational Management. Management. Vol. 5. No. 1. Pp. 6-14.
- Amin, M., Shah, S. and Tatlah, I. A., 2013. Impact of Principals/Directors' Leadership Style on Job Satisfaction of the Faculty Members: Perceptions of the Faculty

Members in a Public University of Punjab, Pakistan. *Journal of Research and Reflections in Education*. Vol. 7. No. 2. Pp. 97-112.

Aminuddin, Y. And Parilah, M.S., 2008. Transformational Leadership and Leadership Substitute in Sports: Implication on Coaches 'Job

Anderson, B., 2005. Expatriate selection: Good Management or Good Luck? *International Journal of Human Resource Management* 16(4), 567-583.

Anheier, H. K. and Isar, Y. R. 2008. *Cultures and Globalization. The Cultural Economy*. Sage Publication Ltd.

Arab News. 2015. Junaid New CEO of Saudi Airlines. [Online] Available at: [www.arabnews.com/saudi-arabia/news/707056](http://www.arabnews.com/saudi-arabia/news/707056) [Accessed 13 April 2015]

Ardichvili, A., Cardozo, R. N. and Gasparishvili, A. 1998. Leadership styles and Management Practices of Russian Entrepreneurs: Implications for Transferability of Westerns HRD Interventions. *Human Resource Development Quarterly* 9(2), Pp 145–55.

Arkkelin, D. 2014. *Using SPSS to Understand Research and Data Analysis. Psychology Curricular Material. Book 1*. Valparaiso University

Armstrong, M. 2000. *Strategic Human Resource Management: A Guide to Action*. NY: Kogan Page Publishers.

Arslan, A. and Staub, S., 2013. Theory X and Theory Y Type Leadership Behaviours and its Impact on Organizational Performance: Small Business Owners in the Sishane Lighting and Chandelier District. *Procedia Social and Behavioral Sciences*. Vol. 75. Iss. 3. Pp 102-111.

Aslani, S., Brett, J. M., Marin, Y. R., Tinsley, C. H. And Weingart, L. R., 2013. *Doing Business in the Middle East*. [Online]. Available at: [www.insight.kellogg.northwestern.edu/articles/](http://www.insight.kellogg.northwestern.edu/articles/) [Accessed 12 April 2015].

Auerbach, C. and Silverstein, L. B. 2003. *Qualitative Data: An Introduction to Coding and Analysis*. NYU Press Publishers.

- Avolio, B., Bass, B.M. and Jung, D. 1995. MLQ: Multifactor Leadership Questionnaire: Technical Report. CA: MindGarden.
- Baldoni, J., 2007. Great Leaders Build off Great Relationships. Leadership and Management. [Online]. Available at: [www.cio.com/articles/2437699/leadership-management/great-leaders-build-off-great-relationships.html](http://www.cio.com/articles/2437699/leadership-management/great-leaders-build-off-great-relationships.html) [Accessed 25 April 2015].
- Bamber, G.J., Gittell, J.H., Kochan, T.A. and Nordenflycht, A.V. 2009. How airlines can improve performance by engaging their employees. ILR Press.
- Bashir, M., Afzal, M.T. and Azeem, M. 2008. Reliability and Validity of Quantitative and Operational Research Paradigm. *Pak.j.stat. oper. res.* 4(1), pp. 35-45.
- Bass, B. M. 1990. From transactional to transformational leadership: learning to share the vision. *Organizational Dynamics* 18(3), pp 19–31.
- Becker, B.E. and Huselid, M.A. 2006. Strategic Human Resources Management: Where Do We Go From Here? *Journal of Management* 32 (6), pp. 898-925.
- Belobaba, P., Odoni, A. and Barnhart, C. 2009. The Global Airline Industry. CA: John Wiley & Sons.
- Binfore, F., Boateng, S. K., Abbey, E. A., Osei, S. A., Swanzey, F. K. M. and Garbrah, T. F. G., 2013. The Effect of Leadership Styles and Motivation on Employee Performance in Public Institutions: Evidence from Ghana. *International Journal of Current Research*. Vol. 5. Iss. 09. Pp. 2667-2670.
- Branine, M. 2011. Managing Across Cultures: Concepts, Policies and Practices. SAGE.
- Brewster, C., Sparrow, P., and Harris, H. 2005. Towards a new model of globalizing HRM. *International Journal of Human Resource Management* 16(6), pp. 949-970.
- British Airways. 2009. Annual Report and Accounts. [Online]. Available at: [http://www.britishairways.com/cms/global/microsites/ba\\_reports0809/pdfs/Wo rkplace.pdf](http://www.britishairways.com/cms/global/microsites/ba_reports0809/pdfs/Wo rkplace.pdf) [Accessed on: 31 March 2014].

- British Airways. 2010. Annual Report and Accounts. [Online]. Available at: [http://mu.hu/download/alapismeretek/BA\\_AR\\_2010.pdf](http://mu.hu/download/alapismeretek/BA_AR_2010.pdf) [Accessed on: 31 March 2014].
- Brodbeck, F. C., Frese, M., Akerblom, S., Audia, G., Bakacsi, G. and Bendova, H., 2000. Cultural Variation of Leadership Prototypes across 22 European Countries. *Journal of Occupational and Organizational Psychology*. Vol. 73. Pp. 1-29.
- Brooks, I. Weatherston, J, and Wilkinson G. 2004. *The International Business environment*. Harlow: FT Prentice Hall.
- Bryman, P. and Bell, E. 2007. *Business Research Methods*. Oxford University Press.
- Budhwar, P.S. and Debrah, Y.A. 2004. *Human Resource Management in Developing Countries*. NY: Routledge.
- Burton, K. 2012. *A Study of motivation: How to Get Your Employees Moving*. SPEA Honors Thesis. Indiana University. Bloomington.
- Bush, T. 2005. From Management to Leadership Semantic or Meaningful Change? *Educational Management Administration Leadership*. Vol. 36. No. 2. Pp. 271-288.
- Bush, T., 2007. *Educational Leadership and Management: Theory, Policy and Practice*. *South African Journal of Education*. Vol. 27. No. 3. Pp. 391-406.
- Calder, S., 2012. Lord Marshall: The Executive Who Turned British Airways from a Sleeping Giant into a World Leader. Independent. [Online]. Available at: [www.independent.co.uk/news](http://www.independent.co.uk/news) [Accessed 16 March 2014].
- Caligiuri, P. and Tarique, I., 2012. Dynamic Cross Cultural Competencies and Global Leadership Effectiveness. *Journal of World Business*. Vol. 47. Iss. 4. Pp. 612-622.
- Campbell, D., Edgar, D. and Stonehouse, G. 2011. *Business Strategy: An introduction*. 3rd edition. Basingstoke: Palgrave.

- Casimir, G. and Waldman, D. A., 2007. A Cross Cultural Comparison of the Importance of Leadership Traits for Effective Low Level and High Level Leaders in Australia and China. *International Journal of Cross Cultural Management*. Vol. 7. No. 1. Pp. 47-60.
- CEBM., 2015. Study Designs. [Online]. Available at: <http://www.cebm.net/study-designs/> [Accessed 09 April 2015].
- Chaudhry, A.Q., and Javed, H., 2012. Impact of Transactional and Laissez Faire Leadership Style on Motivation. *International Journal of Business and Social Science*. Vol.3.NO.7.Pp.258-264
- Chemers, M. M., 2014. *An Integrative Theory of Leadership*. Psychology Press. Taylor and Francis Group. New York and London.
- Chuang, S. F., 2013. Essential Skills for Leadership Effectiveness in Diverse Workplace Development. *Online Journal of Workforce Education and Development*. Vol. 6. Iss. 1.
- Clutterbuck, D. And Hirst, S., 2002. Leadership Communication: A Status Report. *Journal of Communication Management*. Vol. 6. Iss. 4. Pp. 351-354.
- Cohen, L., Manion, L. and Morrison, K. R. B., 2007. *Research Methods in Education*. 6<sup>th</sup> edition. Routledge.
- Cooper, D. R. and Schindler, P.S., 2006. *Business Research Methods*. 9<sup>th</sup> Edition. Boston: McGraw-Hill Irwin.
- Cornelius, N. 2001. *Human Resource Management: A Managerial Perspective*. US: Cengage Learning.
- Crane, D., Kawashima, N. and Kawasaki, K. 2002. *Global Culture. Media, Arts, Policy and Globalisation*. 1<sup>st</sup> Edition. Routledge Publications.
- Creswell, J.W. 2003. *Research Design: Qualitative, Quantitative, and Mixed Methods Approaches*. SAGE Publications.

- Daft, R.L. 2010. Organization Theory and Design. 11<sup>th</sup> Ed. Cengage Brain Learning. South Western. Natrop Boulevard Mason. USA.
- Dasgupta, N. and Asgari, S. 2004. Seeing is Believing: Exposure to Counter Stereotypic Women Leaders and its Effect on the Malleability of Automatic Gender Stereotyping. *Journal of Experimental Social Psychology*. Vol. 40. Iss: 5. Pp. 642-658.
- David, C., Jennifer, C., Charles, R. A. Margaret, O. and Margaret, L., 2008. Implementing Strategic Change in a Health Care System: The importance of Leadership and Change Readiness. *Health Care Management Review*. Vol. 33. Iss: 2. Pp. 124-133.
- DE Wit, B. and Meyer, R. 2010. Strategy Synthesis: Text and readings. London: Cengage Learning.
- Deal, T.E. and Kennedy, A.A 1988. Corporate Cultures. London: Penguin Books.
- Deresky, H. 2011. International Management: Managing across borders and cultures. Harlow: Pearson Education.
- Dionne, S. D., Yammarino, F. J., Atwater, L. E. and James, L., 2002. Neutralizing Substitutes for Leadership Theory: Leadership Effects and Common Source Biase. *Journal of Applied Psychology*. Vol. 87. Iss: 3. Pp. 454-464.
- Dobson, P., 2002. Critical Realism and Information Systems Research: Why Bother with Philosophy? [Online]. Available at: <http://information.net/lr/7-2/paper124.html> [Accessed 27 May 2015].
- Drabble. A., 2013. From British Airways to Headship: Leadership Lessons from Industry. [Online]. Available at: [www.theguardian.com/teacher-network/2013/leadership-lessons-headship](http://www.theguardian.com/teacher-network/2013/leadership-lessons-headship) [Accessed 13 March 2015].
- Earl, B., 2003. Culture and Leadership. *Professional Safety*. Vol. 48. No. 6. Pp. 18-22.

- Edinger, S., 2014. For Leaders, Relationships Trump Expertise. Forbes/ Leadership. [Online]. Available at: [www.forbes.com/sites/scottedinger/2014/02/25/for-leaders-relationships-trump-expertise/#132](http://www.forbes.com/sites/scottedinger/2014/02/25/for-leaders-relationships-trump-expertise/#132) [Accessed 27 April 2015].
- Ellinger, A. D., Watkins, K. E. and Bostrom, R. P. 1999. Managers as facilitators of learning in learning organizations. Human Resource Development Quarterly 10(2), pp 105–126.
- Ethical Considerations. 2002. [Online] Available at: [http://www.sagepub.com/upm-data/4999\\_Polonski\\_Chapter\\_5.pdf](http://www.sagepub.com/upm-data/4999_Polonski_Chapter_5.pdf). [Accessed on: 28 April 2014].
- Fairholm, M.R. and Fairholm, G.W. 2009. Understanding Leadership Perspectives: Theoretical and Practical Approaches. NY: Springer.
- Fairhurst, G. T., 2008. Discursive Leadership: A Communication Alternative to Leadership Psychology. Management Communication Quarterly. Vol. 36. Pp. 73-90.
- Ferris-Lay, C. 2011. Saudia risks pilot shortfall with hiring policy. [Online]. Available at: <http://www.arabianbusiness.com/saudia-risks-pilot-shortfall-with-hiring-policy-417878.html> [Accessed on: 4th December 2012].
- Fiedler, F. E. and Gibson, F. W., 2001. Determinants of Effective Utilization of Leadership abilities. [Online]. Available at: [www.au.af.mil/au/awc/awcgate/au-24/fiedler.pdf](http://www.au.af.mil/au/awc/awcgate/au-24/fiedler.pdf) [Accessed 13 April 2015]
- Forson, J. E. M., 2012. Impact of Motivation on the Productivity of Employees at GTBANK Ghana. Thesis at Kwame Nkrumah University of Science and Technology. Ghana.
- Frost, J. and Walker. M., 2007. Cross Cultural Leadership. Engineering Management. Vol. 17. Iss. 3. pp. 27-29.
- Fry, L. W., 2003. Towards a Theory of Spiritual Leadership. The Leadership Quarterly. Vol. 14. Iss: 6. Pp. 693-727.

- Frynas, J.G. and Mellahi, K. 2011. *Global Strategic Management*. Oxford: Oxford University Press.
- Gaskell, K. 1999. *British Airways: Its History, Aircraft and Liveries*. CA: Airline Pub. Limited.
- Gerhart, B., and Fang, M. 2005. National culture and human resource management: assumptions and evidence. *The International Journal of Human Resource Management* 16(6), pp. 971-987.
- Gill, J. and Johnson, P., 2002. *Researcher Methods for Managers*. 3<sup>rd</sup> Edition. London: Sage.
- Goleman, D., 2000. Leadership that Gets Results. *Harvard Business Review*. Emotional Intelligence. Issue: 03
- Goodnight, R., 2011. Laissez-faire Leadership. *Encyclopedia of Leadership*. London, UK: Sage.
- Gooraki, E., Noroozi, H., Marhamati, S. and Behzadi, F., 2013. The Effect of Leadership Style on the Employees' Job Motivation in Health Care Centers in Shiraz. *Journal of Advance Med. & Prof.* Vol. 1. No. 2. Pp. 59-63.
- Gov.UK. 2016. Ethnicity Facts and Figures. Ethnicity in the UK. Available at: <https://www.ethnicity-facts-figures.service.gov.uk/ethnicity-in-the-uk/ethnic-groups-by-region> [Accessed 21 March, 2015].
- Grant, R.M. and Jordan, J. 2012. *Foundations of Strategy*. Chichester: Wiley.
- Grisham, T. and Walker, D. H. T., 2008. Cross Cultural Leadership. *International Journal of Managing Projects in Business*. Vol. 1. Iss: 3. Pp. 439-445.
- Guest, D.E. 2011. Human resource management and performance: still searching for some answers. *Human Resource Management Journal* 21 (1), pp. 3-13.

- Gupta, S. And Bhaskar, U. A., 2016. Doing Business in India: Cross-Cultural Issues in Managing Human Resources. *Cross Cultural & Strategic Management*. Vol. 23 Iss: 1. Pp.184 – 204.
- Hackman, J. R. and Wageman, R., 2005. A Theory of Team Coaching. *Academy of Management Review*. Vol. 30. No. 2. Pp. 269-287.
- Hackman, J. R. and Wageman, R., 2007. Asking the Right Questions about Leadership: Discussion and Conclusion. *American Psychologist Special Issue*. Vol. 62. No. 1. Pp.43-47.
- Hackman, J. R., 2002. *Leading Teams: Setting the Stage for Great Performance*. 1<sup>st</sup> Ed. Harvard Business School Publishing Corporation. USA
- Hackman, M. Z. And Johnson, C. E., 2013. *Leadership: A communication Perspective*. 6<sup>th</sup> Ed. Waveland Press, Inc. Long Grove. Illinois
- Hair, J.F., Celsi, M.W., Money, A.H., Samouel, P. and Page, M.J. 2012. *Essentials of Business Research Methods*. M.E. Sharpe.
- Halpern, D. G., 2015. Transformational Leaders Build Relationships. *Leadership Skills*. [Online]. Available at: [www.aboutleaders.com](http://www.aboutleaders.com) [Accessed 27 April 2015]
- Handy, C. 1999. *Understanding Organizations*. London: Penhuin Group.
- Harris, L. R. and Brown, G. T. L., 2010. Mixing Interview and Questionnaire Methods: Practical Problems in Aligning Data. *Practical Assessment, Research and Evaluation*. Vol. 15. No. 1.
- Harvey, G. 2007. *Management in the Airline Industry: Human Resource Management and Pilots*. US: Routledge.
- Hatcher, T.G. 2002. *Ethics and HRD: A New Approach to Leading Responsible Organizations*. US: Basic Books.
- Heijden, V. et al. 2008. *Managing Cultural Diversity*. London: Meyer & Meyer Verlag.

- Hendricks, D., 2014. 6 Ways to Empower Your Employees with Transformational Leadership. Forbes- Entrepreneurs. [Online] Available at: [www.forbes.com/sites/#78c667f23268](http://www.forbes.com/sites/#78c667f23268) [Accessed 15 April 2015].
- Herkenhoff, L. M. 2002. National Remuneration (Pay) Preferences: Cultural Analysis Within the Hofstede Model. CA: Universal-Publishers.
- Hofstede, G. and Bond, M. H. 1998. Confusion and Economic Growth: New Trends in Culture's Consequences. *Organizational Dynamics* 16, pp 4-21.
- Hofstede, G. and Hofstede, G. J., 2005. *Cultures and Organizations: Software of the Mind*. 2<sup>nd</sup> Ed. New York. McGraw Hill.
- House, R., Javidan, M. and Dorfman, P., 2001. Project Globe: An Introduction. *Applied Psychology: An International Review*. Vol. 50. No. 4. Pp. 489-505
- House, R., Javidan, M., Hanges, P. and Dorfman, P. 2002. Understanding Cultures and Implicit Leadership Theories Across the Globe: An Introduction to Project Globe. *Journal of World Business*. Vol. 37. Iss: 1. Pp. 3-10.
- Hummel, D. P., 2012. Understanding the Importance of Culture in Global Business. Profit Oracle. [www.oracle.com](http://www.oracle.com) [Accessed 12 April 2015].
- Huo, Y.P., Huang, H. J. and Napier, N.K. 2002. Divergence or convergence: a cross-national comparison of personnel selection practices. *Human Resource Management* 41(1), pp 31-44.
- Ingram, K. L., Cope, J. G., Harju, B. L. and Wuensch, K. L. 2000. Applying to Graduate School: A Test of the Theory of Planned Behaviour. *Journal of Social Behaviour and Personality*. Vol. 15. Pp. 215-226.
- Ipe, D. M., 2014. *Cross Cultural Dynamics: Leading through Diversity*. Executive Education Workshop. W.P. Carey School of Business. Arizona State University. Lemon St. Tempe.

- Irfan, M., 2010. Tips for Doing Business in Middle East. [Online]. Available at: [www.businessknowhow.com/manage/middleeast.htm](http://www.businessknowhow.com/manage/middleeast.htm) [Accessed 15 October 2015].
- Isaac, A. A., 2010. Organizational Behaviour. 9<sup>th</sup> Ed. P. 321-322. Prentice Hall.
- Jackson, S. 2008. *Research Methods and Statistics: A Critical Thinking Approach*. Cengage Learning.
- Jacobs, R. L. 2000. Editorial: determining the boundaries of HRDQ and HRD. Human Resource Development Quarterly 11(1), pp 1–3.
- Javidan, M., Dorfman, P. W., Luque, M. S. and House, R. J., 2006. In the Eye of the Beholder: Cross Cultural Lessons in Leadership from Project GLOBE. Academy of Management Perspectives. Vol. 20. No. 1. Pp. 67-90.
- Jenster, N. P., 2009. Leadership Impact on Motivation, Cohesiveness and Effectiveness in Virtual Teams: A FIRO Perspective. [Online]. Available at: <http://www.calt.insead.edu/eis/Sites/AL1012/Leadership%20Impact%20on%20Motivation,%20Cohesiveness%20and%20Effectiveness%20in%20Virtual%20Teams.pdf> [Accessed 12 April 2015].
- Johnson, P. and Clark, M., 2006. Mapping the Terrain: An Overview of Business and Management Research Methodologies. Business and Management Research Methodologies. London: Sage.
- Jonker, J. and Pennink, B. 2010. The Essence of Research Methodology: A Concise Guide for Master and PhD Students in Management Science. Springer.
- Judge, A. K., Piccolo, R. F. And Ilies, R., 2004. The Forgotten Ones? The Validity of Consideration and Initiating Structure in Leadership Research. Journal of Applied Psychology. Vol. 89. Iss: 1. Pp.36-51.
- Judge, T. A., Colbert, A. E. and Ilies, R., 2004. Intelligence and Leadership: A Quantitative Review and Test of Theoretical Proposition. Journal of Applied Psychology. Vol. 89. No. 3. Pp. 542-552.

- Kakabadse, A., Bank, J. and Vinnicombe, S., 2004. Working in Organisations. 2<sup>nd</sup> Ed. Gower Publishing, Ltd. Gower House. Croft Road. Aldershot. England.
- Kasi, P., 2009. Research: What, Why and How? A Treatise from Researchers to Researchers. 1<sup>st</sup> Edition. Bloomington: AuthorHouse.
- Kessler, E.H. and Wong-Mingji, D.J. 2009. Cultural Mythology & Global Leadership. CA: Edward Elgar Publishing.
- Khuong, M. N. And Hoang, D. T., 2015. The Effects of Leadership Styles on Employee Motivation in Auditing Companies in Ho Chi Minh City, Vietnam. International Journal of Trade, Economics and Finance. Vol. 6. No. 4.
- Kirkman, B. L. and Rosen, B., 2001. Beyond Self Management: Antecedents and Consequences of Team Empowerment. Academy of Management Journal. Vol. 42. No. 1. Pp. 58-74.
- Komives, S., Lucas, N. and McMahon, T., 2008. Exploring Leadership. What Want to Make a Difference. San Francisco: Jossey- Bass. Pp. 68-72.
- Kotter, J. P., 2013. Management is Still Not Leadership. Harvard Business Review. Leadership. Issue: 2013-01.
- Krauss, S.E. 2005. Research Paradigms and Meaning Making: A Premier. The Quantitative Report, 10(4), pp. 758-770.
- Kuada, J. 2000. *Research Methodology: A Project Guide for University Students*. Samfundslitteratur.
- Kuppler, T., 2014. Culture and Leadership: They are Simply Two Sides of the Same Coin. [Online]. Available at: [www.eredia.com/tlnt/culture-and-leadership-theyre-simple-two-sides-of-same-coin/](http://www.eredia.com/tlnt/culture-and-leadership-theyre-simple-two-sides-of-same-coin/) [Accessed 12 April 2015].
- Levers, M. D. 2013. Philosophical Paradigms, Grounded Theory and Perspectives on Emergence. [Online] Available at: <http://sgo.sagepub.com/content/3/4/2158244013517243>. [Accessed on; 28 April 2014].

- Lim, W. M. And Ting, D.H. 2013. *Research Methodology: A Toolkit of Sampling and Data Analysis Techniques for Quantitative Research*. GRIN Verlag.
- Little, B., 2011. Relationship Driven Leaders Focus on People Not Power. [Online]. Available at: [www.trainingindustry.com/leadership/articles/relationship-driven-leaders-focus-on-people-not-power.aspx](http://www.trainingindustry.com/leadership/articles/relationship-driven-leaders-focus-on-people-not-power.aspx) [Accessed 29 April 2015].
- Liu, Y., Combs, J.G., Ketchen, D.J. and Ireland, R.D. 2007. The value of human resource management for organizational performance. *Business Horizons* 50, pp. 503–511.
- Long, D.E. 2012. The Hajj and Its Impact on Saudi Arabia and the Muslim World. [Online]. Available at: <http://www.susris.com/2012/10/25/the-hajj-and-its-impact-on-saudi-arabia-and-the-muslim-world-david-long-3/> [Accessed on: 4th December 2012].
- Long-Sutehall, T. Sque, M. and Addington-Hall, J. 2010. Secondary analysis of qualitative data: a valuable method for exploring sensitive issues with an elusive population? *Journal of Research in Nursing*, 16(4), pp. 335–344.
- Lumpe, M. 2008. *Leadership and Organization in the Aviation Industry*. US: Ashgate Publishing, Ltd.
- Lunenburg, F. C., 2011. Leadership Vs. Management: A key Distinction- At least in Theory. *International Journal of Management, Business and Administration*. Vol. 14. No. 1.
- Lussier, R. and Achua, C. 2015. *Leadership: Theory, Application, & Skill Development*. Cengage Learning. 5<sup>th</sup> Ed. Cengage Brain Learning. South Western. 5191 Natorp Boulevard. Mason. USA
- Malhotra, A., Majchrzak, A. and Rosen, B., 2007. Leading Virtual Teams. *Academy of Management Perspectives*. Vol. 2. No. 1. Pp. 60-70.
- Manzoor, Q.A., 2012. Impact of Employees Motivation on Organizational Effectiveness. *European Journal of Business and Management*. Vol. 3. No. 3. Pp. 36-44.

- Martin, G. 2006. *Managing People and Organizations in Changing Contexts*. 2<sup>nd</sup> ed. Edinburgh Business School. Heriot Watt University. Edinburgh. UK. Routledge.
- McCourt, W. and Eldridge, D. 2003. *Global Human Resource Management: Managing People in Developing and Transitional Countries*. NY: Edward Elgar Publishing.
- McSweeney, B. 2002. Hofstede's Model of National Culture Differences and Consequences: A Triumph of Faith- A Failure of Analysis. *Human Relations*. Vol. 55. No. 1. Pp. 89-118.
- Merchant, H. 2008. *Competing in emerging markets: cases and readings*. New York and Abingdon: Routledge.
- Methodology, n.d. [Online] Available at: [file:///C:/Users/pc1/Downloads/Chapter%203%20Methodology%20\(1\).pdf](file:///C:/Users/pc1/Downloads/Chapter%203%20Methodology%20(1).pdf). Accessed on 28 April 2014].
- Meyer, S. 2007. *Acquisition of EasyJet Plc. by British Airways Plc*. NY: GRIN Verlag.
- Michael, A., John, M. and Adam, R., 2005. To Empower or Not to Empower Your Sales Force? An Empirical Examination of the Influence of Leadership Empowerment Behavior on Customer Satisfaction and Performance. *Journal of Applied Psychology*. Vol. 90. Iss. 5. Pp. 945-955.
- Michelle B. M., Metz, I., Cregan, C. and Kulik, C.T. 2009. Irreconcilable differences? Strategic human resource management and employee wellbeing. *Asia Pacific Journal of Human Resources* 47 (3), pp. 270-294.
- Mitchell, C. 2000. *A Short Course in International Business Culture*. World Trade Press.
- Naile, I. and Selesho, J. M., 2014. The Role of Leadership in Employee Motivation. *Mediterranean Journal of Social Sciences*. Vol. 5. No. 3
- Neufeld, D.J., Wan, Z. And Fang, Y., 2010. Remote Leadership, Communication Effectiveness and Leader Performance. *Group*

- Niranjana, T. 2015. Culture, Feminism, Globalisation. Review of Women Studies. Economic and Political Weekly. Vol. L. No. 17. Pp. 45-47.
- Northouse, P., 2013. Leadership Theories and Practice. Thousand Oaks: Sage Publications, Inc.
- Okoro, E., 2012. Cross cultural Etiquette and Communication in Global Business: Toward a Strategic Framework for Managing Corporate Expansion. International Journal of Business and Management. Vol. 7. Iss. 7. Pp 37-63.
- Oleary, M. B., Mortensen, M. and Woolley, A. W. 2011. Multiple Team Membership: A Theoretical Model of its Effects on Productivity and Learning for Individuals and Teams. Academy of Management Review. Vo. 36. No. 3. Pp. 461-478.
- Ololube, N.P., 2012. Sociology of Education and Society: An Interactive Approach. Owerri, Nigeria: Spring Field Publishers.
- Osland, J. S., Bird, A., Mendenhall, M. and Osland, A., 2006. Developing Global Leadership Capabilities and Global Mindset: A Review. 9<sup>th</sup> Ed. Pp. 197-222. Northampton. MA: Edward Elgar Publishing.
- Pat, C. 2006. *The Research Student's Guide to Success*. McGraw-Hill International.
- Peng, M.W. 2008. Global Business. US: Cengage Learning.
- Pentlands, A. S., 2012. The New Science of Building Great Teams. Harvard Business Review. Issue. 04
- Phatak, A.V., Bhagat, R.S. and Kashlak, R.J. 2005. International management: managing in a dynamic global environment. New York and London: McGraw-Hill/Irwin.
- Piepenburg, K. 2011. Critical analysis of Hofstede's model of cultural dimensions: To what extent are his findings reliable, valid and applicable to organisations in the 21st century? CA: GRIN Verlag.
- Price, A. 2011. Human Resource Management .US: Cengage Learning.

- Pudelko, M., and Harzing, A. 2007. Country-of-origin, localization, or dominance effect? An empirical investigation of HRM practices in foreign subsidiaries. *Human Resource Management* 46(4), pp. 535-559.
- Putnam, L. L. and Nicotera, A. M., 2009. *Building Theories of Organization. The Constitutive Role of Communication.* Routledge. Taylor and Francis Group. New York and London.
- Raelin, J. A., 2004. Don't Bother Putting Leadership into People. *Academy of Management Executive*. Vol. 18. No. 3.
- Raikhan, S., Moldakhmet, M., Ryskeldy, M. and Alua, M. 2014. The Interaction of Globalisation and Culture in the Modern World. *Procedia-Social and Behavioural Science*. Vol. 122. Pp. 8-12.
- Ramady, M.A. 2010. *The Saudi Arabian Economy: Policies, Achievements, and Challenges.* Springer.
- Rath, S. P., 2012. Managing Change in British Airways: Strategic HR Intervention for Bureaucratic Trend Change. *International Journal of Social Science Tomorrow*. Vol. 1. No. 9.
- Reiser, D. 2010. *Analysis of Cultural Differences in Dubai.* Jeddah: BWV Verlag.
- Rickard, T., 2013. British Airways Struggle in the Competitive World of Airline Travel. [Online]. Available at: <http://leadersweddeserve.wordpress.com/tag/british-airways/> [Accessed 09 April 2014].
- Ricketts, C. and Ricketts, J. 2010. *Leadership: Personal Development and Career Success.* 3<sup>rd</sup> Ed. Canada: Cengage Brain Learning.
- Rothacker, A. and Hauer, G., 2014. Leadership in Multinational Management- A Behaviour Set to Motivate Multicultural Teams. *Procedia- Social and Behavioural Sciences*. Vol. 130. Pp. 226-236.
- Saint, S., Kowalski, C. P., Holl, J. B., Forman, J., Damschroder, L. and Krein, S. L., 2010. The Importance of Leadership in Preventing Healthcare Associated

- Infection: Result of a Multisite Qualitative Study. *Infection Control and Hospital Epidemiology*. Vol. 31. No. 9. Pp. 901-907.
- Santrock, J.W., 2007. *A Topical Approach to Life-Span Development*. New York, NY: McGraw-Hill
- Santos, J. R. A. 1999. Cronbach's Alpha: A Tool for Assessing the Reliability of Scales. *Journal of Extension*. Vol. 37. No. 2.
- Sapsford, R. and Jupp, V. 2006. *Data Collection and Analysis*. SAGE.
- SaudiAirlines., 2015. Historical Highlight. [Online]: Available at: [www.saudiairlines.com](http://www.saudiairlines.com) [Accessed 23 April 2015]
- Saunders, M., Lewis, P. and Thornhill, A., 2009. *Research Methods for Business Students*. 5<sup>th</sup> Edition. Pearson Education. England.
- Savaneviciene, A. and Kersiene, K., 2015. How are HRM Practices Transferred in MNCs? Lithuania Case. *Procedia Economics and Finance*. Vol. 26. Pp. 982-990.
- Schaefer, R. T., 2005. *Sociology*. 9<sup>th</sup> Ed .New York, NY: McGraw-Hill.
- Schein, E. H. 2010. *Organizational Culture and Leadership*. 4<sup>th</sup> Edition. John Wiley and Sons.
- Sekaran, U. And Bougie, R., 2010. *Research Methods for Business: A Skill Building approach*. 5<sup>th</sup> Edition. Hoboken. NJ. Chichester: John Wiley and Sons.
- Sharpley, S. and Pender, L. 2004. *The Management of Tourism*. SAGE.
- Sirkin, H.L., Hemerling, J.W., and Bhattacharya, A.K. 2008. *Globality: Competing with everyone from everywhere for everything*. London: Headline.
- Soriano, D. R. and Martinez, J. M. C., 2007. Transmitting the Entrepreneurial Spirit to the Work Team in SMEs: The Importance of Leadership. *Management Decision*. Vol. 45. Iss. 7. Pp. 1102-1122.

- Stahl, G.K., Makela, G., Zanderd, L., and Maznevski, M.L. 2010. A look at the bright side of multicultural team diversity. *Scandinavian Journal of Management* 26, pp 439—447.
- Steps., 2014. High Performance Leadership: British Airways. [Online] Available at: [www.stepsdrama.com/our-clients/case-studies](http://www.stepsdrama.com/our-clients/case-studies) [Accessed 12 February 2015]
- Stewart, J., and Beaver, G. 2004. *Human Resource Development in Small Organisations: Research and Practice*. London: Routledge.
- Strand, R., 2011. Exploring the Role of Leadership in Corporate Social Responsibility: A review. *Journal of Leadership, Accountability and Ethics*. Vol. 8. Iss. 4. Pp. 84-96.
- Supino, P.G. and Borer, J.S. 2012. *Principles of Research Methodology: A Guide for Clinical Investigators*. Springer.
- Tabrizi, M. R. F., Shabanesfahani, A. and Safar, M. P., 2012. Cross-Cultural Influences on HRM Practices in an African Context: Global Entrepreneurs in Senegal. *Journal of Humanities and Social Sciences*. Vol. 5. Iss. 1. Pp. 44-49.
- Tansel, A. and Gazioglu, S. 2012. Management-Employee Relations, Firm Size and Job Satisfaction. ERC Working Papers in Economics. 12/11. Economic Research Center. Middle East University. Turkey.
- Thorne, S. 2000. Data analysis in qualitative research. *Evid Based Nurs*, 3, pp. 68-70.
- Tracy, S.J. 2012. *Qualitative Research Methods: Collecting Evidence, Crafting Analysis, Communicating Impact*. John Wiley & Sons.
- Vartanian, T.P. 2010. *Secondary Data Analysis*. Oxford University Press.
- Vollmer, S., 2015. How to Mind Your Manners in the Middle East. . *Journal of Accountancy*. Professional Issue. 01.
- Vries, R. E., Pieper, A. B. And Oostenveld, W., 2009. Leadership Communication. The Relations of Leaders' Communication Styles with Leadership Styles,

- Knowledge Sharing and Leadership Outcomes. *Journal of Business and Psychology*. Vol. 25. Iss. 3. Pp 367-380.
- Wetcher-Hendricks, D. 2011. *Analyzing Quantitative Data: An Introduction for Social Researchers*. John Wiley & Sons.
- World Atlas. 2015. Saudi Arabia's Ethnic Groups and Nationalities. Available at: <https://www.worldatlas.com/articles/saudi-arabia-s-ethnic-groups-and-nationalities.html> [ Accessed 21 March, 2015].
- Wright, P. M., Snell, S.A., and Dyer, L. 2005. New models of strategic HRM in global context. *The International Journal of Human Resource Management* 16(6), pp 875-881.
- Wright, P.M., Dunford, B.B. and Snell, S.A. 2001. Human resources and the resource based view of the firm. *Journal of Management* 27, pp. 701–721.
- Yong, A. G. and Pearce, S. 2013. *A Beginner's Guide to Factor Analysis: Focusing on Exploratory Factor Analysis*. Vol. 9. Iss: 2. Pp. 79-94.
- Yukl, G., 2002. *Leadership in Organizations*. 5<sup>th</sup> Ed. Upper Saddle River. NJ: Prentice Hall. US
- Yukl, G., 2010. *Leadership in Organizations*. 7<sup>th</sup> Ed. Upper Saddle River. NJ: Prentice Hall. US
- Zander, L., and Butler, C.L. 2010. Leadership modes: Success strategies for multicultural teams. *Scandinavian Journal of Management* 26, pp 258—267
- Zerfass, A. and Huck, S., 2007. Innovation, Communication, and Leadership: New Developments in Strategic Communication. *International Journal of Strategic Communication*. Vol. 1. Iss. 2.
- Zhu, W., May, D. R. and Avolio, B. J., 2004. The Impact of Ethical Leadership Behaviour on Employee Outcome: The Roles of Psychological Empowerment and Authenticity. *Journal of Leadership and Organizational Studies*. Vol. 11. No. 1. Pp. 16-26.

Zimmermann, P., Wit. A. and Gill, R., 2008. The Relative Importance of Leadership Behaviours in Virtual and Face-to-Face Communication Settings. *Leadership*. Vol. 4. No. 3. Pp. 321-