



Repercussions of Leadership Failures: Evidence from the Textile Industry in Pakistan

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ABSTRACT

Employees are likely to showcase under-par performance when working conditions are not suitable for them or when they do not feel mentally sound. One of the major factors contributing to this is the presence of negative supervision at the workplace. The core aim of this objective study is to highlight the repercussions of negative styles of leadership at workplace. The study focuses on Despotic Leadership (DL) as well as Passive-Avoidant Leadership (PAL) in reference to the textile industry of Pakistan. The researchers aimed to inspect the influence of these negative styles of leadership on employees' Counterproductive Work Behavior (CWB). The moderating effect of Employee Resilience (ER) was also analyzed as the resilience of employees provides resistance to the stressful environment. The underrepresentation and partial exploration of these negative styles of leadership in the existing literature, especially when it comes to South-Asian region, proved to be the unique aspect of this study. Another novel point of this research is the testing of ER as a moderator on the basis of theory of Social Exchange (SE). The researchers gathered data from 365 non-managerial officiating staff deployed in large scale textile manufacturing units in Pakistan. Only three cities were targeted as those represent almost 70% of the whole industry in the country. PLS-SEM was deployed to conduct the analysis with results indicating that both DL and PAL have positive and significant linkage with CWB. ER found to be moderating the relationship between PAL and CWB but it does not moderate the relationship between DL and CWB. The study may prove to be accommodating in policy making for practitioners of the industry in addition to the novel contributions towards the existing literature.



Introduction

The people in leading positions are important stakeholders in every aspect of life as they hold the stimulus of how the group of people under them carry out their share of responsibilities. Same is the case when it comes to the organizations carrying out business activities to earn profit, to provide livelihood to the society and to contribute towards the economy of the country. Leaders in the organization are not only responsible for their assigned tasks but they also shape the inclusive working environment. Followers of these leaders tend to reflect in their working behaviors, what they perceive from them which makes the role of leaders all more important since it all begins from the top when it comes to achieving organizational goals.

Management and leadership are closely related concepts when it comes to their practical nature but are yet dealt separately by some authors with regards to the theoretical aspects (Dicke & Ott, 2023). The practical similarity of the two traits has been summed up quite well by Henry Mintzberg, a Canadian author in the field of business management. He says that “Frankly, I don’t understand what this distinction means in the everyday life of organizations... How would you like to be managed by someone who doesn’t lead? ... Well, then, why would you want to be led by someone who doesn’t manage?” (Giousmpasoglou & Marinakou, 2024). Managers in any organization are sought the same as leaders as they are responsible for getting the work done from their subordinates, the followers. Other than their own skills and dedication to work, the study looks to examine how much the traits of leaders play their part in determining the working behavior of employees.

Leadership in the organizational setting involves people at authoritative positions developing a vision for the organization that allows it to acclimatize to an ever-changing business climate as well as to remain competitive in business world (Samimi et al., 2022). For a business to survive and remain competitive, not only the management needs to have a vision but they also need to implement it in an effective manner. Leadership in an effective manner is the capability of leaders which enables them to efficaciously influence a certain group of people and proves to be an unswerving support for them (Schuetz, 2016). Leadership stands a core phenomenon in the process of achieving organizational goals.

Leaders in the organization also play their part in determining the working habits of their followers: the employees working therein. The style of leadership espoused by leaders influences the employees in one way or the other. Yao et al., (2014) found that adoption of certain leadership style impacts employees’ conduct of work on the basis of the perception of their ‘immediate boss’ at work. Leadership style of a positive manner impacts the employees in a constructive manner and helps them carry out their assigned tasks effectively (Mahajan & Sharma, 2015). However, the other side of the leadership aspects, the dark and negative side, may impact the employees in an adverse manner. Leadership at work when carried out in an ineffective manner, it results in employees generating negative outcomes for the organization (Pyc et al., 2017).

“Leaders with toxic behaviors thrive on controlling people instead of inspiring them” – Simon Sinek (Dolan, 2023). The influential motivational speaker discusses how leaders with adverse traits look to gain control over employees rather than being a source of inspiration for them. The compelling business competition in today’s world requires every aspect of an organization to be thriving enough in order to make it competitive. The type of leadership style exhibited by the managers at workplace is a major factor contributing towards the organizational setting. At the end of the day, the achievement of organization’s goals depends on how well its personnel go about

their work routines. When the leadership is detrimental in nature, it tends to compel the workers of the organization to get involved in nonproductive working habits (Rosado, 2024).

Researchers have made their contribution towards existing literature by examining dark or negative leadership styles which includes Abusive, Pseudo-transformational, Petty tyranny, Destructive, Passive-Avoidant and Despotic leadership styles. The focus of this study is on Despotic Leadership and Passive-Avoidant style owing to the under-exploration of such negative styles of leadership in the region of South-Asia (Zaidi & Jamshed, 2023). Another reason for this specific emphasis on these two leadership styles is their less objective probing in terms of their analysis in large scale manufacturing industries (Zhou et al., 2021); leading the researchers of the study to take on large scale textile industry of Pakistan.

Despotic leadership is an autocratic approach of leadership where the leaders tend to exert their authority to the fullest and try to gain immense control over their followers, the subordinates in case of organization setting (Mukarram et al., 2021). The core focus of the manager is on personal dominance and he is involved in such behaviors that only benefits his self-interest. The extreme nature of this type of leadership is that the leader becomes vengeful during conduct of his duties (House & Howell, 1992). The leaders possessing despotism in their style of managing ends found to be in positive linkage with counterproductive work behavior of employees (Mahmood et al., 2024); which is the behavior not in conformance with the goals of the organization and harms the organization in short and long run (Marcus et al., 2016). As the name suggests, the CWB is not only contrary to what should be done by employees but also brings no fruit for the firm.

On the other hand, the passive-avoidant leaders lacks the core of leadership skills. A passive-avoidant leader is the one who is not ready to adapt to the fluctuating organizational environment and is reluctant to make improvements to the current practices (Horwitz et al., 2008). Such leaders possess absence of leadership in an effective manner as well as they ignore the problems of their subordinates. When leaders exercise such behavior towards those reporting to them, it paves way for them to get involved in unproductive style of carrying out their tasks (Saleem & Zamir, 2023). This happens mainly when employees' voice is ignored and managers do not take the responsibility of what they are ought to and try to put the blame of wrongdoings on subordinates. Henceforth, the study focuses on analyzing the impact of Despotic and Passive-Avoidant leadership styles on Counterproductive Work Behavior of employees.

When the employees work in stressful environment, they are inclined towards deviating from the timely and effective completion of their assigned tasks. For instance, if an employee is given a deadline to prepare an xyz statement, essential for getting a lucrative project for the company, till the close of current working day. Now if his leader possesses despotic traits and puts undue pressure only because he is habitual of exhibiting such display of authority and not because the subordinate actually deserves it, it may well lead towards non-preparation of required statement or the prepared statement may not be up to the mark. Such case scenario will not only hurt the employee's professional image but is also non-productive for the organization due to missing or misleading information that was required for financial benefit of the firm (Mahmood et al., 2024). Similar may be the case when leader exhibits passive avoidance towards the employee in such situation. The leader may not listen to the employee's genuine problems in a hectic situation in addition to not taking enough responsibility for getting the work done in time. This will also persuade his deputy to produce a sub-standard or no work at all in time (Saleem & Zamir, 2023).

The undue and sometimes unnecessary pressure from the management is not beneficial or favorable for the stakeholders involved in the situation. However, employees may be able to

manage the state of affairs in a positive manner and handle the external stressors well due to their ability to bounce back from ill experiences by developing a reactionary behavior over time, called resilience (Britt et al., 2016). The resilience plays an important part in professional life of an employee as it is helpful in managing the stressful situations and helps him to face the setbacks in a pragmatic manner. Resilience at workplace helps the employees to cope well with an unwanted stressful situation as it moderates their well-being and hilarity traits and prevents them from engaging in non-productive working habits (Oosthuizen, 2021). Employee resilience also found to be moderating the negative influence of certain stressors that were ought to prove as a hindrance in the project's success (Mubarak et al., 2022).

The testing of employees' ability such as resilience to deal positively with stressful situations due to dark leadership styles at work and prevent themselves from deviating from productive manner of work is still an under-exploration in the literature (Tufail et al., 2023). Accordingly, the study analyzes the moderating role of Employee Resilience among the relationship of DL and PAL with CWB. Furthermore, the analysis of more dimensions of negative leadership styles other than the toxic one in the textile sector of needs due attention of the relevant researchers (Mushtaq et al., 2022). Other than the theoretical aspect of targeting the textile sector, the practical reason for the choosing this sector is the importance of the same in the context of Pakistan's economy as it is the 8th largest exporter of textile in the Asian region (Aneel & Gyarmati, 2022). Despite its importance in the region, the textile sector is not performing up to its maximum potential (Rafay et al., 2023). The researchers of this study are determined to look at various reasons of this underperformance by exploring the internal working environment in the industry as this could be one of the potential major reasons that is preventing the major textile industry from delivering the intended output.

Theorization & Hypotheses Development

Social Exchange Theory

The Social Exchange theory (SET) explains how individuals enter into social relationships and value them on the basis of perceived rewards or costs in their daily as well as professional life. The theory is based on the view that employees tend to choose their way of work and commitment to the professional tasks as per the perceived support as well as sodality while working (Cropanzano et al., 2017). The theory further discusses that the phenomenon of attitudinal or behavioral retort is based on the principles of reciprocity (R. Ahmad et al., 2023); the individual actually sets the target on the basis of his perception of what is going around in terms of environment of the organization. A. Ahmed et al., (2018) discussed in their study on organizational performance that how an exchange relationship of a positive manner the organization as a whole and the employees results in an increase in the organization commitment. In the opposite manner, such relationship could also ruin the reputation of firm because of ill-achievement of intended targets. This study examines the impact of negative leadership styles on CWB based on the SET as per the notion of professional relationships are built on the basis of reciprocity.

Despotic Leadership and Counterproductive Work Behavior

When the positive working attitude of employees gets hurt due to a leadership style that showcases undue authority and negative supervision, it entices counterproductive behavior among them as they do not feel committed to work as to the unmerited stress applied upon them (KAYANI & ALASAN, 2021). It is the perception of working personnel that play its part in determining the efficacy of work carried out by them. Likewise Mahmood et al., (2024) in their study found out that Despotic Leadership has a direct and positive relationship with Counterproductive Work

Behavior of employees; affirming the notion that negative working environment entices negative working outcomes. Presence of destructive leadership in the organizational setting induces the employees to reciprocate in a similar manner, thereby disturbing the overall organizational environment (Brender-Ilan & Sheaffer, 2019). Hence on the basis of these proven relationships, following is proposed by the researchers of this study.

Hypothesis 1 (H₁): Despotic Leadership (DL) is positively related to the Counterproductive Work Behavior (CWB)

Passive-Avoidant Leadership and Counterproductive Work Behavior

Leadership at work when gets involved in passive approach to handle the conduct of work, it triggers prohibited tasks as well as it acts as a potential aggravating reason for employees to engage in counterproductive work behavior (Kelloway et al., 2006). It was found in the study based on organizational culture that the avoidant behavior of leaders at workplace has positive relationship with the culture of conflict which in turn affects the individual performance of employees as well as the well-being of organization; the culture of conflict is a core product of type of behavior which induces counterproductive work behavior (Saleem & Zamir, 2023). The inactivity of effective leadership and passive approach towards addressing the problems of subordinates results in a disadvantageous environment that is adverse for the achievement of firm's goals. Alaybek et al., (2023) further added to the relevant literature, finding out that avoidant style of decision making by the leaders resulted in positively predicting the counterproductive work behavior. After getting the bird's eye view from the existing body of literature, we propose the following:

Hypothesis 2 (H₂): Passive-Avoidant Style (PAL) is positively related to the Counterproductive Work Behavior (CWB)

Moderation

Resilience is termed as the ability or capacity of an individual to recover from difficult and unwanted situations. Employee Resilience is seen when employees showcase their ability to bounce back from or to tackle in a healthy manner, the stressful situations or the setbacks arising from challenging state of affairs (Rabenu & Tziner, 2016). At the hour of crisis, the employee resilience plays its part in helping the employees to sustain their physical and mental well-being by trying to avoid the negative effects of such crisis (Connor & Davidson, 2003). Talking about despotism at work, Khan et al., (2022) objectively found that resilience shown by employees in response to the despotic leadership reduced the damaging effects therein and proved to be productive for the project's success. It was also established that employee resilience mitigated the resource depletion aroused as a result of leadership on arrogance grounds (De Clercq et al., 2021). In addition to the despotic leadership, the effects of avoidant style of leadership also alleviates if resilience is shown by the employees. Employee resilience also helps the subordinates to deal with negativity from the leadership at workplace. It helps them overcome the mismanagement or avoidant behavior by the supervisors through their emotional strength to cater such shortcomings (Kuntz et al., 2016). Accordingly, following hypotheses are proposed for this study.

Hypothesis 3 (H₃): Employee Resilience (ER) moderates the relationship between Despotic Leadership (DL) and Counterproductive Work Behavior (CWB).

Hypothesis 4 (H₄): Employee Resilience (ER) moderates the relationship between Passive-Avoidant Leadership (PAL) and Counterproductive Work Behavior (CWB).

Research Design and Methodology

This cross-sectional study is conducted under the radar of philosophy of Positivism as to the objective analysis of the collected data using statistical software PLS-SEM. The data was collected from non-managerial working peers officiating in the large scale textile manufacturing firms in Pakistan. The firms of only three cities of the country were targeted the three cities cover almost 70% of the whole industry in the country (Y. Ahmed, 2008). Already tested questionnaires were adopted from the literature for the conduction of this study and primary quantitative data was collected through survey form of questionnaires. A non-probability technique for sampling was deployed, named as purposive sampling technique owing to the approach of targeting those ‘who served the purpose’ of the study as only those participants were considered who had 1 year of experience of working in the same firm. 600 questionnaires were distributed among the participants with the researchers receiving back 423 filled ones (70.5% response rate) but only 365 of those were considered appropriate to conduct the analysis as those participants fulfilled the criteria for the study. The non-managerial staff was targeted as they are the ones who are at the receiving end of instructions from the managers, the leaders at workplace, and may face despotism or avoidance because of the scale and nature of work involved.

The first of five sections of the questionnaire comprised of the personal as well as demographic information of participants of the study. Established scales were adopted for all the constructs considered for the study. The second section was related to the 6-item adopted questionnaire for Despotic Leadership (De Hoogh & Den Hartog, 2008). Similarly, third section comprised of a 5-item scale from Barling & Frone, (2017) for Passive-Avoidant Leadership. The fourth section contained an 18-item scale for Counterproductive Work Behavior’s three dimensions: towards the organization, the supervisor and the co-workers (Dalal et al., 2009). The last section was related to a 9-item scale for Employee Resilience (Näswall et al., 2013). A likert scale of 5 points with *1=Strongly Disagree* and *5=Strongly Agree* was used for all the adopted scales for data collection. Since already established scales were deployed, there were no major issues in regards to validity or reliability of scales ($\alpha = 0.849-0.880$).

Results

Demographics

The table below specifies the demographic information of the participants. The frequencies are pertaining to those respondents who fulfilled the criteria of minimum one-year service in the same firm.

It was observed that majorly the participants of the study were male (82.5%) as the chosen industry is dominated by male personnel (Ruwanpura & Hughes, 2016). In addition, most of the respondents were graduates and lie in the age bracket of 36-45.

Table 1: Demographics (n=365)

Demographics	Category	Respondents Frequency	Respondents Percentage
Gender	Male	294	82.5
	Female	71	17.5
Age	< or = 25	43	
	26-35	85	23.3

	36-45	215	71.2
	>45	22	5.5
Qualification	Undergraduate	107	32.6
	Graduate	191	49.6
	Masters	48	12.6
	Above/Others	19	5.2
Service	1-2 Years	99	27.1
	2-3 Years	138	46.6
	3-4 Years	95	16.4
	> 4 Years	33	9.9

Measurement Model

Outer Loadings (OL) and Composite Reliability (CR) exhibits the internal consistency of the scales used for constructs under consideration. The measures were used to analyze the reliability as the minimum acceptable value for both is 0.70 (Hair et al., 2019). DL5, CW7 & CWB15, ER8 were dropped accordingly from Despotic Leadership Counterproductive Work Behavior and Employee Resilience for failing to meet the threshold for OL. The CR for all the measures is above 0.70 which suggests the internal consistency of the measures.

Table 2: Outer Loadings, Composite Reliability and Convergent Reliability, Variance Inflation Factor (VIF)

Measures	OL	CR	AVE	VIF
<i>Despotic Leadership</i>		0.883	0.584	
DL1	0.764			1.649
DL2	0.825			2.233
DL3	0.710			1.865
DL4	0.808			1.872
DL6	0.703			1.518
<i>Passive-Avoidant Leadership</i>		0.816	0.646	
PAL1	0.808			1.521
PAL2	0.796			1.793
PAL3	0.836			1.782
PAL4	0.774			1.474
PAL5	0.866			1.472
<i>Counterproductive Work Behavior</i>		0.856	0.525	
CWB1	0.783			1.617
CWB2	0.782			1.663
CWB3	0.739			2.175
CWB4	0.718			2.656
CWB5	0.763			1.302
CWB6	0.859			1.480
CWB8	0.841			2.655
CWB9	0.740			2.404
CWB10	0.713			1.885
CWB11	0.775			2.008

CWB12	0.825			2.590
CWB13	0.802			1.810
CWB14	0.706			1.970
CWB16	0.727			1.387
CWB17	0.859			1.744
CWB18	0.784			1.903
Employee Resilience		0.869	0.634	
ER1	0.910			1.935
ER2	0.864			1.996
ER3	0.756			1.338
ER4	0.819			1.776
ER5	0.794			1.862
ER6	0.707			2.246
ER7	0.763			1.772
ER9	0.718			1.807

Convergent validity and Discriminant validity forms the construct validity. The former is assessed by Average Variance Extracted (AVE) which should be in excess of or equal to 0.50 (S. Ahmad et al., 2016). AVE of all the constructs is above the threshold of 0.50 exhibiting the convergent validity in the measurement model.

In addition to reliability and validity statistics, table 2 also shows the Variance Inflation score (VIF) values for all the scale items to address the multi-collinearity issue. A general rule-of-thumb says that VIF values below 5 is acceptable and shows very little correlation issues among the variables (Thompson et al., 2017). It can be clearly seen that VIF for all the items is comfortably below 3, indicating no multi-collinearity issues in the model.

Table 3: Discriminant Validity (HTMT)

Constructs	CWB	DL	ER	PAL
CWB				
DL	0.817			
ER	0.723	0.834		
PAL	0.759	0.871	0.842	--

For testing the Discriminant validity, a recent approach of heterotrait-monotrait (HTMT) ratio was adopted. The HTMT ratio should be below 0.90 to establish the discriminant validity (Henseler, 2016). Following table shows that HTMT ratios for all the constructs are within the threshold.

Structural Model

Direct Paths

Structural modeling approach was utilized to test the proposed hypotheses. Table 4 first indicates the direct path outcomes. The effect of Despotice Leadership on Counterproductive Work Behavior ($\beta=0.590, p<0.01$) and that of Passive-Avoidant Leadership on Counterproductive Work Behavior ($\beta=0.448, p<0.05$) were found significant in a positive manner at the significance level of 5%.

Table 4: Hypotheses Testing – Direct Paths

Hypothesis	Path	B-value	t-value	p-value	Result
H1	DL -> CWB	0.590	9.160	0.000	Supported
H2	PAL -> CWB	0.448	7.303	0.021	Supported

Both the hypotheses in respect of direct relationships were supported and found to be in conformance with the existing literature and underlying theory. It is also evident that the impact of both DL and PAL on CWB is quite significant thanks to significant β -values in both cases.

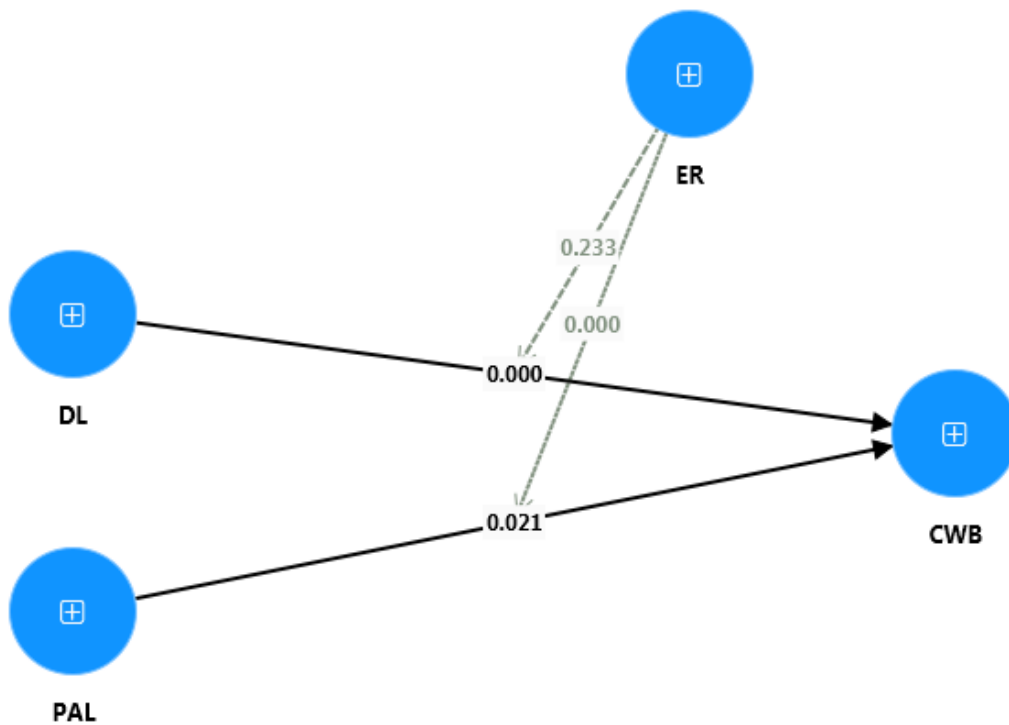


Figure 1: Graphical representation of the research model & SEM results

The figure represents the path analysis and depicts the significant as well as insignificant path through p-values.

Moderation Analysis

Table 5 also shows the results of moderation paths. The results reflect that Employee Resilience moderates the relationship between Passive-Avoidant style and Counterproductive Work Behavior ($\beta=0.319, p<0.01$).

Table 5: Hypotheses Testing – Moderation

Hypothesis	Path	β -value	t-value	p-value	Result
H3	ER x DL -> CWB	-0.067	1.192	0.233	<i>Not Supported</i>
H4	ER x PAL -> CWB	-0.319	4.601	0.000	Supported

However, it has been observed that Employee Resilience does not moderate the relationship between Despotic Leadership and Counterproductive Work Behavior ($\beta=0.067$, $p=0.233$). Henceforth, hypothesis # 3 was not supported as grim effects of Despotism at workplace were not found to be mitigated by Employee Resilience. Hypothesis # 4 was supported and found to be in conformity with the explored literature.

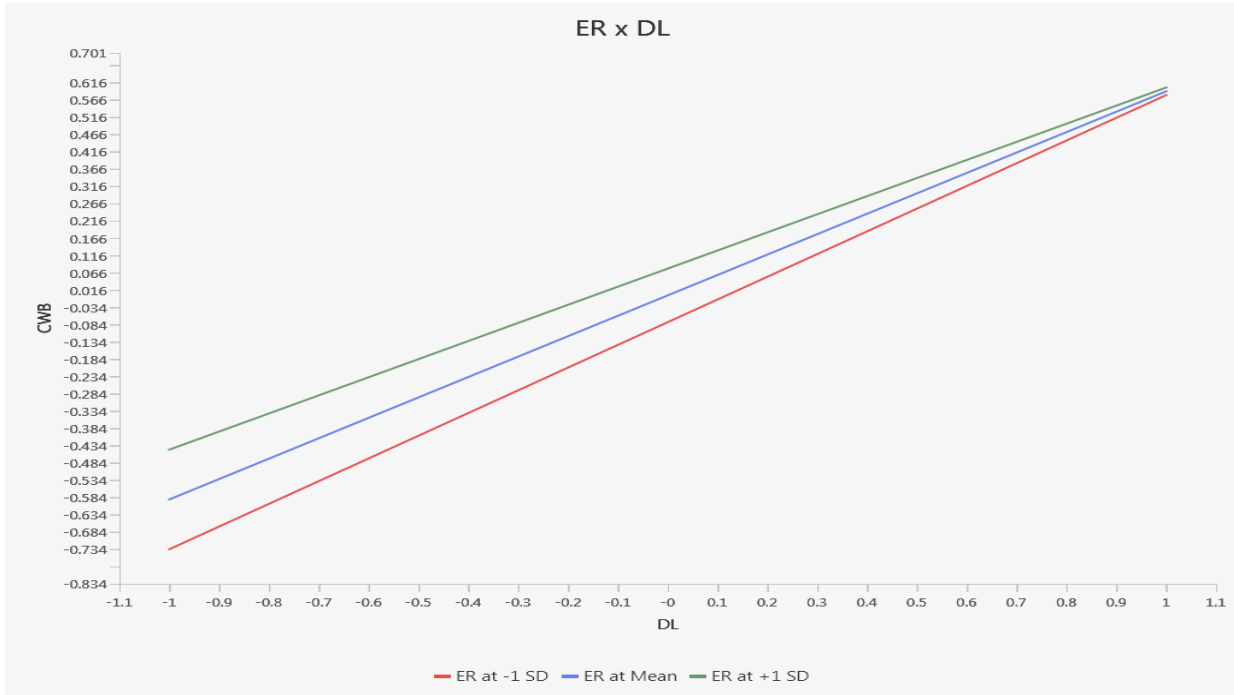


Figure 2: Graphical representation of moderating effect of ER on DL & CWB

The figure representing that there was no moderating effect of Employee Resilience on the relationship between Despotic Leadership and Counterproductive Work Behavior. The parallel paths between -1 to +1 standard deviation shows no moderating effect thereby not supporting the proposed hypothesis # 3.

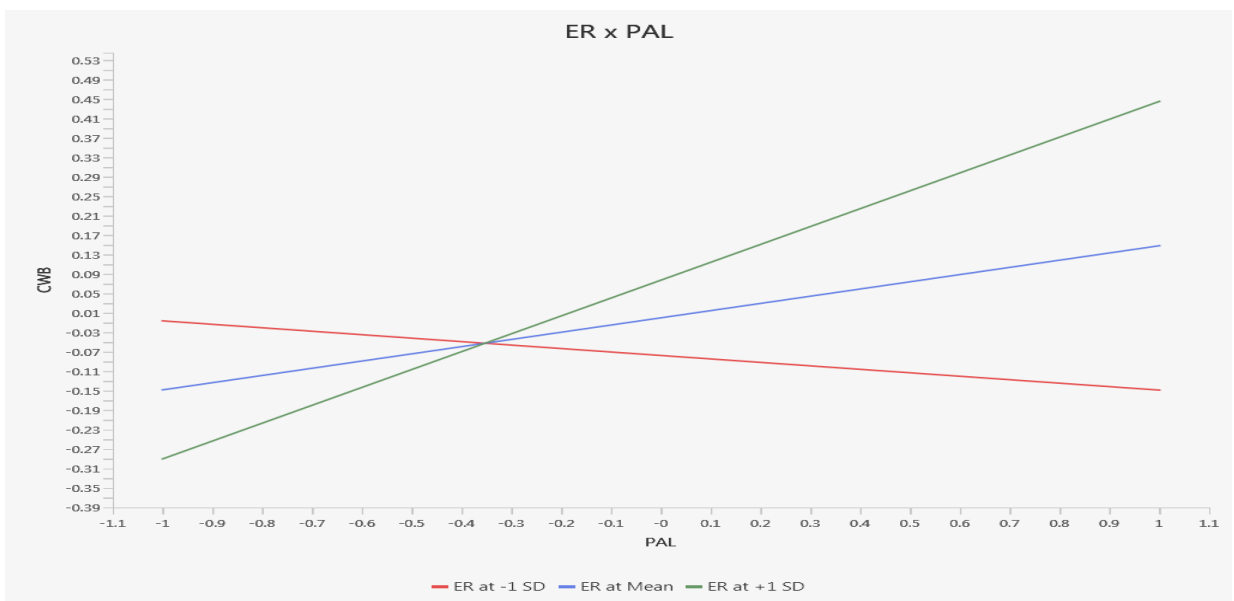


Figure 3: Graphical representation of moderating effect of ER on PAL & CWB

The figure depicts the moderating effect of Employee Resilience on the relationship of Passive-Avoidant Leadership and Counterproductive Work Behavior. The crossing of paths from -1 standard deviation, mean and +1 standard deviation showcasing the significant moderating effect.

Discussion, Implications, Limitations and Future Directions

Study was conducted in order to examine the repercussions of negative leadership styles prevailing at the workplace i.e. despotic and passive-avoidant styles of leadership. The results suggested that both despotic and passive-avoidant styles were the cause of such behavior that is counterproductive for the organization. The study indicates that when leaders put undue pressure on their subordinates and focus on sheer dominance rather than concentrating on getting the work done with thoughtful strategy, it tends to put employees in a state where they shy away from their responsibilities and get indulged in acts that are of opposite manner than what is required to be done. The results also show that not only the employees get in the league of non-productive working habits when despotism prevails, but, they also showcase such behaviors when avoidance is reflected by leaders in their conduct and they ignore to address the problems of employees. Hence the theory of social exchange holds true in the wake of findings of this study. The researchers here also examined how resilient behavior of employees helps in response to the toxic environment at workplace. The findings suggested that employee resilience proved to helpful in mitigating the adverse effects of passive avoidance by the managers but it could not do much when it came to exhibition of despotic style. Based on the results, the researchers are of the view that effects of authoritative and dominant leadership are more than being avoidant of responsibilities that even resilience of employees did not moderate the effects therein.

Implications of the Study

The study makes its contribution towards the Social Exchange Theory as the results support the reciprocated actions by employees in the textile sector of Pakistan since reciprocated action by individuals is the core of the theory (Cropanzano et al., 2017). Other than one hypothesis, all the other ones were supported thereby affirming the current literature and contributing towards the same by exploration of new dimensions on relevant work on despotic leadership (Haq et al., 2021). The study also explored a less-explored dimension in terms of passive-avoidant leadership, even more with reference to Pakistan's textile sector and proved how resilient traits mitigates the grim effects of such leadership, a novel contribution to the literature. The unsupported hypothesis, however, highlights the significance of study in a different manner; stressing the notion that despotism is not only bad for the organization but it also produce results that works in an opposite way to what is desired by the stakeholders. In addition, the examination of despotic leadership in terms of behavioral aspects is an end that needs more attention of the researchers (Penney et al., 2011).

The study also holds importance when it comes to its practical perspective. In respect of the findings of the study, especially that resilience did not moderate the effect of despotism on amending the behavior of employees towards non-productivity. The results may prove to be a shout out to the policy makers in the manufacturing concerns, especially to those of textile sector. It is highly important for the betterment of an organization that well-being of employees is paid heed by the management if they are to achieve the organizational goals and mission; the matter is of more imperative nature in hefty competition of today's world (Park & Searcy, 2012). The struggling textile sector of Pakistan was one of the reasons as to targeting of the same by researchers for conduction of the study. The study based on its findings represents one of the intrinsic issues as to why the industry is not being able to produce the desired output (Rafay et al.,

2023). It is of high importance for the employees to perform productively that they are dealt by management in a way in which their well-being is not compromised. Hence policies should be made accordingly and decentralization of authority may be exercised up to a practicable limit.

Limitations and Future Directions

The data was collected from only employees to inspect their viewpoint about their leaders due to limited frame of time; the viewpoint of leaders in this respect would have paved way for more valuable insights. Also, the conduction of study in a specific region as well as a specific industry i.e. manufacturing limits its scope as industrial policies and organizational culture may vary from industry to industry or region to region. Single method of data collection through adopted questionnaires also constraints the analysis of the study. The generalization of results of this study may also be limited because of the fact that it was conducted in a specific manufacturing industry in a specific region of the globe as policies may vary from country to country as well as from industry to industry.

Future researchers may conduct studies of similar manner by incorporating qualitative methods in addition to the quantitative ones as to gather more valuable insights from the participants. Also, dyadic approach to collect data may also be adopted which will cater the viewpoint of the leaders in addition to the employees. Large scale manufacturing firms other than textile as well as service industry is another aspect to be considered by future researchers.

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