

MEDIATING EFFECTS OF SUBSTITUTE FOR LEADERSHIP ON THE  
RELATIONSHIP BETWEEN LEADERSHIP STYLES AND FOLLOWERS  
OUTCOME AMONG PROFESSIONALS IN PAKISTAN

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*This thesis is dedicated to my parents for their continuous prayers, support and encouragement*

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## ABSTRACT

In the contingency leadership field, substitutes for leadership theory has been accredited as leadership classic and attracted a myriad of empirical research. Nevertheless, earlier studies conceptualized it as moderated-only phenomena and predominantly investigated the moderating effects of substitutes for leadership on the relationship between leadership styles and followers' outcomes. In contrast, this study focused on other possible domains of substitutes for leadership theory and mixed it with the elements of full range leadership theory to deepen the understanding about effective leadership process. This study tested namely: direct effects of leadership styles and substitutes for leadership on followers' outcomes, and mediating effects of substitutes for leadership on the relationship between leadership styles and followers' outcomes. Data were collected from professionals such as PhD faculty members, medical doctors, engineers and pharmacists, and 523 usable responses were analyzed. Regression results regarding the direct effects of leadership styles on followers' outcomes revealed that leadership styles have significant effects on followers' followers. The comparison of effect sizes revealed that transformational leadership has a stronger impact on followers' outcomes than transactional leadership and task-oriented leadership styles. Besides leadership styles, substitutes for leadership have also significantly affected the followers' outcomes and these results strongly suggest that leadership is not the only source of influence on followers. Hierarchical regression results revealed that substitutes for leadership significantly mediated on the relationship between leadership styles and followers' outcomes. In summary, findings of the study suggest that substitutes for leadership would make the leader's job easier in producing the desired outcomes and be used as effective alternatives to ineffective leadership.

## ABSTRAK

Dalam bidang kepimpinan kontigensi, teori pengganti untuk kepimpinan diiktiraf sebagai kepimpinan klasik dan telah menarik minat pelbagai penyelidikan empirikal. Walau bagaimanapun, kajian awal meletakkannya sebagai fenomena penyederhana sahaja dan kebanyakannya menyelidik kesan penyederhana pengganti untuk kepimpinan ke atas hubungan antara gaya kepimpinan dan hasil pengikut., Sebaliknya, kajian ini memberi tumpuan kepada domain lain teori pengganti untuk kepimpinan dan menggabungkannya dengan elemen teori kepimpinan pelbagai untuk lebih mendalami proses kepimpinan yang berkesan. Kajian ini menguji: kesan langsung gaya kepimpinan dan pengganti untuk kepimpinan dan hasil pengikut, dan kesan pengantara pengganti untuk kepimpinan ke atas hubungan antara gaya kepimpinan dan hasil pengikut. Data telah dikumpulkan daripada pakar seperti ahli fakulti berkelulusan doktor falsafah, doktor perubatan, jurutera dan ahli farmasi. Sebanyak 523 soal selidik yang boleh digunakan telah dianalisis. Keputusan regresi terhadap kesan langsung gaya kepimpinan ke atas hasil pengikut menunjukkan bahawa gaya kepimpinan mempunyai kesan signifikan ke atas hasil pengikut. Perbandingan berkaitan saiz kesan mendedahkan bahawa kepimpinan transformasi mempunyai kesan lebih kuat ke atas hasil pengikut berbanding kepimpinan transaksi dan gaya kepimpinan berorientasikan tugas. Selain gaya kepimpinan, pengganti untuk kepimpinan juga mempunyai kesan terhadap hasil pengikut dan keputusan ini mencadangkan bahawa kepimpinan bukanlah satu-satunya sumber pengaruh terhadap pengikut. Keputusan regresi hierarki menunjukkan bahawa pengganti untuk kepimpinan menjadi perantara ketara dalam hubungan antara gaya kepimpinan dan hasil pengikut. Secara ringkasnya, hasil kajian menunjukkan bahawa pengganti untuk kepimpinan akan memudahkan kerja pemimpin dalam mendapatkan hasil yang diinginkan dan digunakan sebagai alternatif yang berkesan kepada kepimpinan yang tidak efektif.

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**LIST OF ABBREVIATIONS**

ADVSTF	-	Advisory and Staff Support
AETK	-	Ability, Experience, Training and Knowledge
AMOS	-	Analysis of Moment Structures
AV	-	Articulating a vision
CFA	-	Confirmatory Factor Analysis
CFI	-	Comparative Fit Index
CNTRL	-	Organizational Rewards in Leader's Control
COHES	-	Closely-Knit Cohesive and Interdependent Work Groups
COR	-	Composite Reliability (a measure of discriminant validity)
CP	-	Contingent Punishment
CR	-	Contingent Reward
FAG	-	Foster Acceptance of Group Goals
FORM	-	Organizational Formalization
IC	-	Individualized Consideration
INDIFF	-	Indifference towards Organizational Rewards
INFLEX	-	Organizational Inflexibility
INSAT	-	Intrinsically Satisfying Tasks
IS	-	Intellectual Stimulation
JS	-	Job Satisfaction
LBDQ	-	Leadership Behavior Description Questionnaire
LEAD	-	Leadership Effectiveness and Adaptability Description

LPC	-	Least Preferred Co-worker scale
LRPQ	-	Leader Reward and Punishment Questionnaire
MLQ	-	Multifactor Leadership Questionnaire
MMR	-	Moderated Multiple Regression
MSQ	-	Minnesota Satisfaction Questionnaire
NIND	-	Need for Independence
NOCTRL	-	Organizational Rewards out of Leader's Control
OC	-	Organizational Commitment
OLS	-	Ordinary Least Square
PAM	-	Providing an Appropriate Model
Perf.	-	Performance
PROF	-	Professional Orientation
ROUT	-	Routine and Methodological Invariant Tasks
RSMEA	-	Root Mean Square Error of Approximation
SBDQ	-	Supervisory Behavior Description Questionnaire
SRMR	-	Standardized Rooted Mean Residuals
SPAT	-	Spatial Distance between Superior and Subordinates
SPSS	-	Statistical Package for Social Science
TASKFB	-	Task-Provided Feedback Concerning Accomplishments
TLI	-	Tucker-Lewis Index
TOL	-	Task-Oriented Leadership

**LIST OF SYMBOLS**

$\alpha$	-	Cronbach Alpha (Reliability measure)
$\alpha_0$	-	Intercept
$\beta$	-	Beta (Regression weight associated with predictors)
$\varepsilon$	-	Error term
$r$	-	Pearson Correlation Coefficient
$\lambda$	-	Standardized Factor Loadings of Indicators
$\Sigma$	-	Summation
$\Delta$	-	Delta (represents change)
%	-	Percent/Percentage
$\rho_{vc}$	-	Average Variance Extracted (a measure of convergent validity)
X	-	Independent Variable
$\chi^2$	-	Chi-Square
Y	-	Dependent Variable
Z	-	Moderator Variable
XZ	-	Interaction Term of Independent and Moderator variables
<	-	Less than
>	-	Greater than



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## **CHAPTER 1**

### **INTRODUCTION**

#### **1.1 Background of the Study**

Leadership is considered as the core heart of organization and overall organizational performance is attributed to its leadership. Thus, the organizational success or failure depends upon the way, the kind of leadership has been provided to its members (Bodla and Hussain, 2010). Such type of leadership particularly refers to top management who are mainly concerned with the strategy formulation at overall organizational level (Jung, Wu and Chow, 2008; Waldman *et al.*, 2001). Although, such leaders are supposed not to be having the direct effect on organizational members' behaviors but the charisma and clear vision of these top executives have profound effects on the entire organization (De Vries, 1997; Wang, Tsui and Xin, 2011). Therefore, on individual level, it becomes almost difficult to calculate the effects of these top managers on employees' behaviors (Wang, Tsui and Xin, 2011). However, at operational level, influence of immediate supervisors on employees' behaviors and motivation is very much evident (Glasó and Einarsen, 2006). In this regard, leadership researchers have been in search of appropriate leadership characteristics/styles which may augment the subordinates' satisfaction and performance towards the accomplishment of common goals. Consequently, to better understand this effective leadership process especially in the context of today's

organizations, subsequent section sheds light on current changes which are influencing the organizational work processes and leader - members' relationship.

Information technology is one of the most important factors which have sturdily influenced overall organizational structure, interconnectedness among different organizational entities and leader-members' relation (Arvanitis and Loukis, 2009). First, the advent of sophisticated information technology has simplified the organizational structure and channels of communication among individuals (Dopson and Stewart, 1993; Schwarz, 2002). Traditionally, the role of middle managers was a bridge between top management and lower level management in strategy development and its implementation (Ghorbal-Blal, 2011). But nowadays, their role is almost substituted by this information technology (De Vries, 1997; Mathis and Jackson, 2008; Wallace and Eagleson, 2004) and seems quite redundant because of lateral or horizontal frequent flow of communication among organizational members due to increased used of information technology (Dopson and Stewart, 1993). Moreover, organizations have started redefining work processes; activities involved in performing tasks, time taken to complete those activities and the places where work can be performed. Consequently, the concept of virtual offices has been evolved. Even, the role senders and role performers are now geographical dispersed (spatial distance) but they are connected through technology (Wilpert, 2009). Through remote supervision, managers can control and coordinate the activities of more subordinates easily than the fewer ones in the past, resultantly, managerial control has become wider (Dawson, 1988; Hertel, Geister and Kondrat, 2005).

Second, this frequent flow of communication, especially in production units has brought tight integration among different teams (made work groups more cohesive), reduced the production cycle and also has increased the interdependency among team members (Albino, Pontrandolfo and Scozzi, 2002). The members of interdependent teams frequently exchange ideas about work improvement processes, share knowledge among each other and even deliver work-related feedback whenever it is required (Day, Gronn and Salas, 2006). Such practices have definite effects on traditional supervisory roles like providing guidance, specifying work procedures and delivering performance feedback (De Vries, 1997).

Further, all these trends have led to human resource transformations. At one side, changes in work processes have led the organizations to redefine the nature of jobs. On the other hand, now organizations are requiring more intellectual and specialized personnel for their effective functioning (Wilpert, 2009). As a panacea to create the fit among newly designed jobs and their manpower, organizations are consistently emphasizing on development of their existing human resource to curtail the costs associated with new hiring and selection (Zhu, 2004).

The flipside to this development cannot be ignored. First, frequent flow of communication among organizational members and lessening the organizational tiers have resulted in increased role ambiguity and role conflict among the role performers (Nakata *et al.*, 2004). Second, variation in task performance methods, flexibility in working hours and frequent human resource development programs have multiplied the existing work load and are likely to increase the work stress among employees (Harrison and Legendre, 2003). Third, interdependency among team/departmental members has lessened the role of formal leaders in providing guidance and delivering work-related feedback (Dionne *et al.*, 2005). At present, employees have started relying more on their peers and workgroups for task-related guidance and feedback (Loughead and Hardy, 2005). Fourth, concepts of mobile teams and virtual offices have eliminated one to one contact among managers and subordinates (Wilpert, 2009). However, supervisory role required to control the work activities of work force demands closer supervision in order to get more desired outcomes (Anderson and Kilduff, 2009). On one side, use of modern technology has made remote supervision possible. On the other hand, auto built control systems may also substitute for many supervisory interventions (De Vries, 1997).

Other changes which have heavily affected the overall organizational functioning and especially with reference to leadership practices are shift in socio-technical aspects of organizations (Griffith and Dougherty, 2002). Socio indicates the people dimension and more specifically refers to behavioral tendencies of organizational members at workplace like, employees' motivation, commitment, satisfaction, whereas technical refers to the technical aspects of work, like planning, scheduling and controlling the work activities (Cherns, 1976). Both social and technical aspects of the system lead to production innovation (Griffith and

Dougherty, 2002). Harmony among both socio and technical systems has resulted in simplifying the organizational layers and reducing the management hierarchical levels. In socio-technical systems, top managers mostly spend their time in managing and coordinating with the external environment (Hammer and Champy, 2001). Further, employees are responsible for their own areas and have to decide their work activities (Williams, 1988) and decisions are made through mutual agreement (De Vries, 1997). This major shift in decision making is due to the induction of more professional personnel at work place as opposed to traditional workers, where management was solely responsible for decision making; planning, coordinating and scheduling the work activities of organizational members (Silva and Costa, 2009). This notion has given rise to the concept of independent work units. Furthermore, based on mutual consensus, rules are clearly defined in techno-structure systems and allowing employees up to a certain limits to make decisions.

Whereas, reengineering process, predominantly lays stress on enhancing overall organizational performance by incorporating changes especially structural changes like shifting mechanistic organizations to organic organizations, hierarchical to flat (Hammer and Champy, 2001). The basic philosophy behind the socio-technical and organizational reengineering process is to empower professional employees through provision of certain skills which in turn may enable them to learn self management skills (Brown and Watts, 1992). These self management techniques enhance employees' commitment, self respect and motivation to perform tasks (Jung, Wu and Chow, 2008; Manz, 1992; Manz and Sims, 1980, 1987). In this whole process, active leadership may be absent, but still these autonomous groups also require some kind of hierarchical leadership influence. Otherwise, total absence of leadership may lead to group conflicts to gain control over decision making and resources allocation (Barry, 1991).

On the negative side of socio-technical and reengineering processes; the promotion of self management and empowerment concepts have stimulated the independency and autonomy needs among workers. Thus, these individuals with high autonomy and dominance needs are less receptive of leadership influence and if leadership is provided to such subordinates, it seems valueless and sometimes, even it has worsen effects (Bodla and Hussain, 2009). Further, increase in job standards

and education levels have promoted the professionalism (where employees follow their own standards not those decided by organizations) and individualism (where employees have become more materialistic and effort for more organizational rewards) among organizational members (Wilpert, 2009). These situations have forced the managers to redefine their roles based on mutual respect and equality; respecting employees' values and professional standards, and administering rewards among organizational members based on their contributions (De Vries, 1997).

Such conditions definitely restrict the acceptance of universality of any single leadership style, rather demanding a range of leadership styles to successfully manage these situations to produce the desired outcomes (Tosi and Kiker, 1997). In the light of above discussion, substitutes for leadership theory best describes the situations faced by organizations (Kunzle *et al.*, 2010). As a panacea to better manage and coordinate these situations considering the environmental constraints, full range leadership theory offers variety of leadership styles ranging from proactive to passive (Lowe and Gardner, 2000; Marion and Uhl-Bien, 2001, p. 403). Thus, this study in context of contemporary organizations focuses on combining these two theories in a research framework to determine the effective leadership process. Hence, the rest of this chapter has been classified into six major sections. In the first section, statement of problem has been formulated. In the second section, research questions of the study are offered followed by a section on research objectives of the study. In the fourth section, significance of the findings of study for practicing managers and future researchers are described and in the fifth section, scope of the current study is discussed. In the final section, basic dimensions of the study, their definitions and sub variables utilized by current study are presented and at the end, general structure of this thesis is offered.

## **1.2 Statement of the Problem**

Substitutes for leadership and full range leadership are two distinct lines of theories in understanding the leadership effectiveness, and have been dominant in

leadership field during the last two and half decades. The substitute for leadership theory assumes that situational variables/substitutes for leadership significantly affect the relationship between hierarchical leadership influence and subordinates' behaviors (Kerr and Jermier, 1978). While, research on full range leadership approach assumes that leadership behaviors are having direct effects on subordinates' outcomes criteria and these behaviors are effective regardless of situations (Bass, 1985; Bass *et al.*, 1987). However, both approaches of leadership have faced some issues in field studies. Here, the next part of this section discusses research issues associated with earlier studies on both approaches separately and at the end, a strategy has been proposed to combine the elements of these approaches in a single study.

Dionne *et al.* (2005) redefined and conceptualized the substitutes for leadership domain from different perspectives; main effects model, moderated model and mediated model of substitutes for leadership (p. 172). However, earlier field studies on substitutes for leadership (Childers, Dubinsky and Skinner, 1990; Farh, Podsakoff and Cheng, 1987; Freeston, 1987; Howell and Dorfman, 1981, 1986; Ismail *et al.*, 2011; Jermier and Berkes, 1979; Kerr and Jermier, 1978; McIntosh, 1990; Pinter, 1986; Pinter and Charters, 1988; Podsakoff, Mackenzie and Bommer, 1996a; Podsakoff, Mackenzie and Fetter, 1993; Podsakoff *et al.*, 1984, 1986, 1993; Yusof and Shah, 2008) have strictly restricted the substitutes for leadership as a moderated-only model. Dionne *et al.* (2005) asserted that focusing solely on the presence or absence of moderated relationship in substitutes for leadership domain is a limited approach and probably has limited the understanding of the phenomena.

Agreeing with Dionne *et al.* (2005), leadership scholars posited that substitute for leadership is a characteristic of subordinate, task or organization which independently affects the followers' outcomes besides the leadership influence, and also affects leader-member relationship either in positive or negative way (Avolio, Walumbwa and Webber, 2009; Dionne *et al.*, 2002; Muchiri and Cooksey, 2011; Yukl, 2011). These authors further advocated that rather perceiving the substitutes for leadership as some thing which supersedes the leadership influence, the existence of substitute for leadership should be capitalized for effective organizational functioning. In contrast to traditional substitutes for leadership moderated

hypothesis, first, the existing level of substitutes for leadership should be used to influence the followers where leadership seems inadequate to influence followers (Dionne *et al.*, 2005; Yukl, 2011). Second, the existing level of substitutes for leadership can be increased by the leadership and cause intervening process on the relationship between leadership styles and followers' outcomes (Dionne *et al.*, 2005; Muchiri and Cooksey, 2011). In accordance with the call in literature, this study attempts to investigate the mediating effects of substitutes for leadership on the relationship between leadership styles and followers' outcomes. Further, in order to apply the substitutes for leadership model to broad range of leadership behaviors (Dionne *et al.*, 2005, p. 171; Muchiri and Cooksey, 2011; Yukl, 2011), this study will utilize the elements of full range leadership theory.

Full range leadership theory presumes the effectiveness of leadership behaviors regardless of context (Bass, 1997; Bass *et al.*, 1987). It has also attracted considerable amount of research (Bass, Avolio and Goodheim, 1987; Bass *et al.*, 1987; Bennis and Nanus, 1985; Conger and Kanungo, 1987; House, Spangler and Woycke, 1991; Trice and Beyer, 1986). Nonetheless, it has been criticized on two important reasons. First, leadership researchers criticized that this theory has omitted important leadership behaviors and can not be labelled as full range leadership theory (Antonakis and House, 2004; Lowe and Gardner, 2000; Yukl, 1999, 2011). One obvious omission is the task-oriented leadership behaviors (Michel, Lyon and Cho, 2011; Yukl, 2011, p.279). On theoretical grounds, task-oriented leadership functions are essential for ensuring sustainable followers' performance and leaders must also exhibit task-oriented behaviors besides the transformational-transactional behaviors (Antonakis and House 2004, p. 2; Yukl, 1999, p. 290). Thus, in order to assist transformational-transactional leadership and to facilitate followers to accomplish the assigned work activities, task-oriented leadership behaviors are added to full range leadership theory.

Second, underlying theory also neglects the importance of situational variables which affect the leader-members relationship at workplace (Walumbwa *et al.*, 2008; Yukl, 2011). However, in many studies, it had been proven that situational variables significantly affect the relationship between leadership styles and followers' outcomes (De Vries, 1997; Farh, Podsakoff and Cheng, 1987; Howell and



Dorfman, 1981, 1986; Jermier and Berkes, 1979; Kerr and Jermier, 1978; Podsakoff *et al.*, 1986; Podsakoff, Mackenzie and Bommer, 1996a, b; Podsakoff, Mackenzie and Fetter, 1993). Considering the importance of situational variables/substitutes for leadership in leadership research, researchers asserted that testing the effects of leadership styles on outcomes without situational variables will produce the biased effects and lead to false conclusion (Podsakoff and Mackenzie, 1997; Podsakoff, Mackenzie and Bommer, 1996a). Recently, Avolio, Walumbwa and Weber (2009, p. 429) also concluded that research on full range leadership behaviors must also incorporate the mediating mechanisms of situational variables/substitutes for leadership on the relationship between leadership styles and followers' outcomes.

Though, a very few studies have provided some evidence about the effects of substitutes for leadership on transformational and transactional leadership behaviors in influencing the followers' attitudes and behaviors (e.g. Howell and Dorfman, 1986; Podsakoff, Mackenzie, and Bommer, 1996a; Walumbwa *et al.*, 2008; Yusof and Shah, 2008). Nevertheless, these studies have only tested the moderating effects of substitutes for leadership on leadership styles and followers' outcomes. Again, this clearly indicates that despite the call in literature regarding the main effects and mediated effects models of substitutes for leadership, moderated model had been overemphasized.

To fill this gap in leadership literature especially in the domains of substitutes for leadership and full range leadership theories, this study will test the; a) direct effects of leadership styles on followers' outcomes, b) direct effect of substitutes for leadership on followers' outcomes, c) mediating effects of substitutes for leadership on the relationship between full range leadership styles and followers' outcomes in Pakistan work settings. Avolio, Walumbwa and Weber (2009) stated that for the fair evaluation of leadership concepts, future researchers must consider the cultural background and quality of the followers in generalizing the findings of studies conducted in different contexts. Since, most of the earlier studies on both theories were conducted in European and American contexts and yet, none has attempted to explore this subject area in Pakistani work organizations. Virtually, it becomes almost impossible to generalize the findings of earlier studies in developing economies of Asia due to cultural differences. Therefore, to fill this empirical gap,

this study is pioneer in field and will test investigate the a) leadership main effects model, b) substitutes for leadership main effects model, and c) substitutes for leadership mediated effects model in accordance of Dionne *et al.* (2005). In the light of above discussion, this study will revolve around the following research questions.

### 1.3 Research Questions

This study will test the individual's effects of leadership styles on followers' outcomes in the light of main effects leadership-only model. The effect sizes of leadership styles on followers' outcomes will be compared to further determine which leadership style has stronger impact on followers' outcomes. Therefore, this study will focus on;

1. What are the direct effects of leadership styles on followers' outcomes?

Kerr and Jermier (1978) for the first time avouched that besides leadership styles, substitutes for leadership are important determinants of followers' behaviors at workplace. Dionne *et al.* (2005) labelled it substitutes for leadership main effects model (substitutes-only model), and substitutes for leadership are presumed to independently affect the followers' outcomes. Therefore, this study will also test the direct effects of substitutes for leadership on followers' outcomes.

2. What are the direct effects of substitutes for leadership on followers' outcomes?

Traditionally, substitutes for leadership have been considered as moderated-only phenomena of leadership (Muchiri and Cooksey, 2011). However, recently, researchers (Dionne *et al.*, 2005; Muchiri and Cooksey, 2011; Yukl, 2011) posited that substitutes for leadership assist the leaders in augmenting followers' performance, satisfaction and commitment levels through their mediating roles.

Dionne *et al.* (2005) argued that, first, the existing level substitutes for leadership facilitate the leadership influence on followers. Second, if not completely then at least partially, substitutes for leadership are the result of leadership actions which in turn affect the followers' outcomes. Therefore, this study will be the first to determine whether substitutes for leadership really mediate on the relationship between leadership styles and followers' outcomes (i.e. performance, satisfaction and organizational commitment)? It will also focus on;

3. What are the mediating effects of substitutes for leadership on the relationship between leadership styles and followers' outcomes?

The next section offers the research objectives of the study.

#### **1.4 Research Objectives**

Based on the research questions, this section delineates the research objectives of current study. In general, this study aims at determining the direct effects of leadership styles on followers' outcomes and indirect effects of leadership styles on followers' outcomes through substitutes for leadership. In connection with the above research questions, the following research objectives are designed.

1. To determine the direct effects of leadership styles on followers' outcomes.
2. To determine the direct effects of substitutes for leadership on followers' outcomes
3. To determine the mediating effects of substitutes for leadership on the relationship between leadership styles and followers' outcomes.

## **1.5 Significance of the Study**

This study makes significant contributions to knowledge and practice. These are offered in the following subsections.

### **1.5.1 Contributions to Knowledge**

This study is non-traditional in the leadership literature and significantly contributes to the body of knowledge. In contrast to substitutes for leadership moderated-only phenomena, this study focuses on other possible roles of substitutes for leadership. The substitutes' main effects model and mediated model are the significant contributions in the literature. First, the substitutes for leadership main effects model has questioned the leadership conventional assumptions that leadership is the primary source of influence on followers in organization (Dionne *et al.*, 2005). Substitutes for leadership main effects model would provide in-depth understanding of the kind of effects substitutes for leadership have on followers' outcomes. The main effects model of substitutes for leadership would provide plausible alternatives to leadership influence to enhance effective functioning.

Second, the mediated model of substitutes for leadership explains the intervening process of substitutes for leadership on leadership styles and followers' outcomes. This mediating effects model establishes the causal relationship of substitutes for leadership on the relationship between leadership styles and followers' outcomes. At one side, it details "how" the existing level of substitutes for leadership increases the leadership influence on followers. On the other hand, it reveals to what extent creations of substitutes for leadership in organizations are the result of leadership actions.

Third, this study adopts an integrative approach to advance the leadership literature by mixing the elements of substitutes for leadership and full range leadership theories. Avolio, Walumbwa and Webber (2009) postulated that

leadership studies are highly context-based. Designing a leadership study on single theory is a limited approach and could not produce the desired outcomes. This integrative strategy is more flexible in nature and relevant elements from different theories can be put together to thoroughly understand the leadership phenomena in the context of the study. This study further advances the leadership literature by adopting a more comprehensive approach to understand the effective leadership process.

Fourth, by taking substitutes for leadership as mediators of the full range leadership styles and followers' outcomes, this study explains the mediation mechanisms in full range leadership theory. The mediation mechanisms explain the process how leaders can use the existing contextual factors to increase the leadership influence on followers. Further, the relation between leadership styles and substitutes for leadership also indicates the existing level of substitutes for leadership could be increased by leaders up to certain extent. This makes the significant contributions in leadership literature that a leader can increase or decrease the level of substitutes for leadership to enhance his effectiveness.

Fifth, this study extends the full range leadership taxonomy by adding task-oriented leadership style. Task-oriented leadership is the most relevant leadership style and has distinct features which are neither transformational nor transactional. The addition of task-oriented leadership contributes to the existing literature that besides transformational-transactional leadership roles, a leader has to perform other important roles too and to practice leadership according to situations.

Final, this study contributes to the leadership literature in developing countries especially in the context of Pakistan which will be helpful for the practitioners to improve leadership practices at workplace. Expected research contributions for practitioners are discussed in the subsequent subsection.

### **1.5.2 Contributions to Practice**

The findings of present study would provide insight insinuations to the practicing managers. First, findings regarding the direct effects of leadership styles on followers' outcomes would reveal which of the three leadership styles is more effective in the given context. These results would be used to design leadership training programs for the managers in helping them to learn leadership styles accordingly and practice at workplace to improve their leadership effectiveness.

Second, the direct effects of substitutes for leadership on followers' outcomes would reveal which substitutes for leadership are effective for each of the followers' outcomes under study. Based on the main effects of substitutes for leadership on followers' outcomes, relevant substitutes for leadership would be used; to replace the ineffective leadership influence or in absence of a leader.

Third, the direct effects of substitutes for leadership would also help to identify which of the substitutes for leadership have negative effects on followers' outcomes. This information could be used to minimize or alter those situations by taking decisions at management level like making change in organizational structure, changing the task design, and organizational policies.

Fourth, the mediating effects of substitutes for leadership would deepen the understanding of the underlying process to increase the leadership influence on followers. This would provide an opportunity to the practising managers to use the existing level of substitutes for leadership to increase leadership influence on followers. Moreover, it would also reveal significant information for the practising managers to increase the exiting level of substitutes for leadership or even to create the substitute for leadership in order to effectively influence the followers.

Final, this study would also benefit the practicing managers to decide what degree and kind of leadership style and substitutes for leadership to be used in the given organizational context to produce the desired outcomes.

## **1.6 Scope of the Study**

This study has mixed the elements of substitutes for leadership and full range leadership theories to determine the effective leadership process. Therefore, it aims at determining the; (a) direct effects of leadership styles on followers' outcomes, (b) direct effects of substitutes for leadership on followers' outcomes, and (c) mediating effects of substitutes for leadership on the relationship between leadership styles and followers' outcomes. For this purpose, it has utilized the substitutes for leadership variables of Kerr and Jermier (1978) as mediators, three leadership styles; transformational, transactional and task-oriented leadership styles, and three outcomes; performance, job satisfaction and organizational commitment. In order to accomplish the research objectives, this study has focused on four categories of professionals employees such as PhD faculty members, medical doctors, engineers and pharmacists working in different organizations. It has used questionnaire as a data collection method and employed different statistical techniques to answer the research questions. Due to resource constraints, sample was restricted to Punjab Province of Pakistan. More detail about the scope of study can be found in Chapter 4.

## **1.7 Definition of Terms**

This section offers the brief descriptions of broad areas of the study and also enlists the sub variables of interest under three broad categories. In the first subsection, leadership is defined and then the leadership styles utilized by this study are listed. In the second subsection, definition of substitutes for leadership is provided and detail about substitutes for leadership is presented. In the final subsection, the term "followers" is defined and then followers' outcomes utilized by this study are enlisted.

### **1.7.1 Leadership**

Leadership field is the most disputed field in social sciences and the term leadership had been defined in numerous ways. Broadly, it had been defined as a trait, characteristic, behavior, influence process, charisma and attribution. Stogdill (1948) concluded that there exist as many definitions of leadership in literature as many scholars have worked on this topic. The definition of leadership in the context of present study is provided below.

Leadership is an influence process where a leader after understanding the situational characteristics of environment tries to influence the subordinates' attitudes and behaviors towards common goal attainment (Burns, 1978). The terms managers, executives, leaders, superiors and supervisors will be used interchangeably and are referred to formal designated leaders in organizations.

#### **1.7.1.1 Leadership Style**

Leadership style refers to the actions and approach of a leader in influencing the followers (Lewin, Lippit and White, 1939). Further, the terms leadership styles or behaviors will be used interchangeably and three leadership styles; transformational, transactional, and task-oriented leadership are utilized by this study.

### **1.7.2 Substitutes for Leadership**

Substitutes for leadership are those factors which take place the role of formal leader in influencing followers (Kerr and Jermier, 1978). There are 13 substitutes for leadership originally identified by Kerr and Jermier, (1978): four under the category of subordinates' characteristics (ability, experience, training and knowledge; need for independence; professional orientation; indifference towards organizational rewards), three under task characteristics (task-provided feedback concerning



accomplishments; methodological invariant tasks; intrinsically satisfying tasks), and six under organizational characteristics (organizational formalizations; organizational inflexibility; advisory and support staff; cohesive and interdependent work groups; organizational rewards not in leader's control; spatial distance between leader and followers). Moreover, in this study, environmental factors, situational variables, contextual factors and substitutes variables will be used interchangeably and represent the substitutes for leadership.

### **1.7.3 Followers**

The term followers will be used to denote those employees who have a formal appointed supervisor (De Vries, 1997). Further, the terms followers, subordinates, employees and individuals will be used interchangeably.

#### **1.7.3.1 Followers' Outcomes**

Outcome is the end result of any effort and can be favorable or unfavorable. Hence, the outcome will represent the end result of leadership efforts exerted in influencing the followers' attitudes and behaviors. This study focuses on followers' job satisfaction and organizational commitment as the attitudinal outcomes and followers' job performance as a category of behavioral outcome.

Operational definitions and measures of the study variables can be found in Section 4.4 (p. 99 – 110) of Chapter 4.

## **1.8 Summary of the Chapter and Organization of the Thesis**

In the first part of this chapter, background of the study has been offered especially in the context of contemporary organizations considering the technological advancements, human resource transformation process, and socio-technical and organizational reengineering processes. The possible effects of these changes on organizational functioning, and especially on leader-member relations are discussed. In the second part of this chapter, statement of problem is delineated in the light of substitutes for leadership theory (Kerr and Jermier, 1978) and full range leadership theory (Bass, 1985). In the third part, research questions are listed followed by research objectives in the fourth part. In the fifth part, significance of the findings of current study is described and scope of the research is discussed in sixth part. In the final part, major dimensions of the study, their definitions and also the sub-dimensions of variables of study are offered. To accomplish research objectives, this thesis comprised of further five chapters. The outline of each chapter is discussed below.

Chapter 2 offers the literature review on theoretical perspective on leadership. It also offers empirical findings of earlier studies on substitutes for leadership and then discussed the full range leadership theory. Chapter 3 offers the conceptual framework and research hypotheses of present study regarding the: (a) direct effects of leadership styles and substitutes for leadership on followers' outcomes, (b) moderator and (c) mediator effects of substitutes for leadership on leadership styles and followers' outcomes. Chapter 4 is devoted to research methodology employed by the researcher in order to empirically test the research hypotheses. This chapter discusses target population and sampling procedure, operational definitions of the constructs and their measures, and statistical techniques used for data analysis purpose. Chapter 5 summarizes the empirical results of this study. Chapter 6 offers the discussion and conclusions of the findings of study. Based on the study findings, practical implications are drawn for practicing managers and future research directions for academicians are also discussed.

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