

"The relationship and impact between the traits of effective leaders and business success: A case study of banking sector in Pakistan"



By:

Zain Rehman Khan 01-221102-017

MBA

Supervisor:

Dr. Naveed Balooch

Department of Management Sciences (GS)

**Bahria University Islamabad
2012.**

ABSTRACT

In today's competitive business environment leadership plays a critical role in the survival and long term success of the business and the banking sector of Pakistan is no exception. The rapidly changing economical, regulatory & technological environment brings in new levels of intricacy for leaders to deal with; especially under high stress conditions where insuring employee satisfaction in order to attain & maintain job success can be extremely challenging. Emotional intelligence (EI) is now becoming the most widely recognized tool for effective leadership that influences not just individual performances but also helps leaders to gain a much wider perspective of the internal and external environment in which they operate, (EI) can provide valuable insights that can help leaders to create & maintain influence, as well as keep the workforce satisfied.

Furthermore, leadership has to be much more flexible in order to respond & transform their organization appropriately with the changing circumstances. Leadership flexibility would therefore provide the necessary building blocks that would eventually lead an organization on the path to innovation.

An SPSS analysis was conducted to understand the relationship & the level of impact between the traits of effective leaders and business success, the results obtained from this study shows how & to what extent the variables correlate and how much variability in the levels of 'Employee Satisfaction' & 'Innovation' can be explained by the presence of '(EI)' & 'Flexibility' in leadership within the banking sector of Pakistan.

ACKNOWLEDGMENT

First of all I am thankful to ALL Mighty ALLAH who gave me the strength and ability to complete this project on time.

I am highly indebted to my supervisor Dr. NAVEED BALOOCH for his guidance and constant supervision as well as for providing necessary information regarding the project & also for his support in completing the proposal.

I would like to express my gratitude towards my parents & the faculty members of Bahria University for their kind cooperation and encouragement which helped me in completion of this project.

My thanks and appreciations also go to my colleagues and peers who willingly helped me out in developing this research thesis.

TABLE OF CONTENTS

TABLE OF CONTENTS	iv
TABLE OF FIGURES	v
TABLE OF TABLES	vi
CHAPTER 1: INTRODUCTION	<i>Error! Bookmark not defined.</i>
1.1 Background.....	<i>Error! Bookmark not defined.</i>
1.2 Research Questions	<i>Error! Bookmark not defined.</i>
1.3 Research Objectives	<i>Error! Bookmark not defined.</i>
CHAPTER 2: LITERATURE REVIEW	<i>Error! Bookmark not defined.</i>
2.1 Theoretical Framework.....	<i>Error! Bookmark not defined.</i>
2.1.1 Assumptions:	Error! Bookmark not defined.
2.2 Hypotheses	<i>Error! Bookmark not defined.</i>
2.2.1 Null hypothesis	Error! Bookmark not defined.
2.2.2 Alternative Hypothesis	Error! Bookmark not defined.
2.3 Gap in Literature.....	<i>Error! Bookmark not defined.</i>
2.4 Problem Statement.....	<i>Error! Bookmark not defined.</i>
CHAPTER 3: METHOD	<i>Error! Bookmark not defined.</i>
3.1 Sample/data.....	<i>Error! Bookmark not defined.</i>
3.2 Instruments and measures / sources of data.....	<i>Error! Bookmark not defined.</i>
3.3 Procedure	<i>Error! Bookmark not defined.</i>
CHAPTER 4: RESULTS AND DISCUSSIONS	<i>Error! Bookmark not defined.</i>
4.1 Results for testing Hypothesis (H1) :.....	<i>Error! Bookmark not defined.</i>
4.1.1 Interpretation of results obtained from Table 1 & 2:	Error! Bookmark not defined.
4.1.2 Interpretation of results obtained from Table 3 & 4:	Error! Bookmark not defined.
4.1.3 Interpretation of results obtained from Table 5 & 6:	Error! Bookmark not defined.
4.1.4 Interpretation of results obtained from Table 7 & 8:	Error! Bookmark not defined.
4.1.5 Interpretation of results obtained from Table 9 & 10:	Error! Bookmark not defined.

- 4.1.6 Interpretation of results obtained from Table 11 & 12:**Error!**
Bookmark not defined.
- 4.1.7 Interpretation of results obtained from Table 13 & 14:**Error!**
Bookmark not defined.
- 4.1.8 Interpretation of results obtained from Table 15 & 16:**Error!**
Bookmark not defined.
- 4.1.9 Interpretation of results obtained from Table 17 & 18:**Error!**
Bookmark not defined.
- 4.1.10 Interpretation of results obtained from Table 19 & 20:.....**Error!**
Bookmark not defined.

4.2 Discussion on testing Hypothesis (H1) : ...Error! Bookmark not defined.

- 4.2.1 Theoretical explanation for results from Table 1 & 2.....**Error!**
Bookmark not defined.
- 4.2.2 Theoretical explanation for results from Table 3 & 4.....**Error!**
Bookmark not defined.
- 4.2.3 Theoretical explanation for results from Table 5 & 6.....**Error!**
Bookmark not defined.
- 4.2.4 Theoretical explanation for results from Table 7 & 8.....**Error!**
Bookmark not defined.
- 4.2.5 Theoretical explanation for results from Table 9 & 10**Error!**
Bookmark not defined.
- 4.2.6 Theoretical explanation for results from Table 11 & 12**Error!**
Bookmark not defined.
- 4.2.7 Theoretical explanation for results from Table 13 & 14**Error!**
Bookmark not defined.
- 4.2.8 Theoretical explanation for results from Table 15 & 16**Error!**
Bookmark not defined.
- 4.2.9 Theoretical explanation for results from Table 17 & 18**Error!**
Bookmark not defined.
- 4.2.10 Theoretical explanation for results from Table 19 & 20.....**Error!**
Bookmark not defined.

4.3 Results for testing Hypothesis (H2) :Error! Bookmark not defined.

- 4.3.1 Interpretation of results obtained from Table 21 & 22:**Error!**
Bookmark not defined.
- 4.3.2 Interpretation of results obtained from Table 23 & 24:**Error!**
Bookmark not defined.
- 4.3.3 Interpretation of results obtained from Table 25 & 26:**Error!**
Bookmark not defined.
- 4.3.4 Interpretation of results obtained from Table 27 & 28:**Error!**
Bookmark not defined.
- 4.3.5 Interpretation of results obtained from Table 29 & 30:**Error!**
Bookmark not defined.
- 4.3.6 Interpretation of results obtained from Table 31 & 32:**Error!**
Bookmark not defined.

4.3.7 Interpretation of results obtained from Table 33 & 34:**Error!**
Bookmark not defined.

4.4 Discussion on testing Hypothesis (H2): ...Error! Bookmark not defined.

4.4.1 Theoretical explanation for results from Table 21 & 22**Error!**
Bookmark not defined.

4.4.2 Theoretical explanation for results from Table 23 & 24**Error!**
Bookmark not defined.

4.4.3 Theoretical explanation for results from Table 25 & 26**Error!**
Bookmark not defined.

4.4.4 Theoretical explanation for results from Table 27 & 28**Error!**
Bookmark not defined.

4.4.5 Theoretical explanation for results from Table 29 & 30**Error!**
Bookmark not defined.

4.4.6 Theoretical explanation for results from Table 31 & 32**Error!**
Bookmark not defined.

4.4.6 Theoretical explanation for results from Table 33 & 34**Error!**
Bookmark not defined.

CHAPTER 5: CONCLUSION AND RECOMMENDATIONS..... Error! Bookmark not defined.

REFERENCES..... Error! Bookmark not defined.

APPENDIX: TABLES..... Error! Bookmark not defined.

APPENDIX: QUESTIONNAIRES..... Error! Bookmark not defined.

LEADERSHIP (EI) ANALYSIS QUESTIONNAIREError! Bookmark not defined.

(EI)- FOLLOWERS RESPONSE ANALYSIS QUESTIONNAIRE.....Error! Bookmark not defined.

LEADERSHIP FLEXIBILITY ANALYSIS QUESTIONNAIREError! Bookmark not defined.

LEADERSHIP FLEXIBILITY ANALYSIS QUESTIONNAIREError! Bookmark not defined.

TABLE OF FIGURES

Figure 1: predetermined conceptual framework_____Error! Bookmark not defined.

TABLE OF TABLES

Table 1: Final Results Obtained from Correlation Analysis for (H1)....Error! Bookmark not defined.

Table 2 : Final Results Obtained from Regression Analysis for (H1)....Error! Bookmark not defined.

Table 3 : Final Results Obtained from Correlation Analysis for (H1).**Error!**
Bookmark not defined.

Table 4: Final Results Obtained from Regression Analysis for (H1).....**Error!**
Bookmark not defined.

Table 5 : Final Results Obtained from Correlation Analysis for (H1).**Error!**
Bookmark not defined.

Table 6 : Final Results Obtained from Regression Analysis for (H1)....**Error!**
Bookmark not defined.

Table 7 : Final Results Obtained from Correlation Analysis for (H1).**Error!**
Bookmark not defined.

Table 8 : Final Results Obtained from Regression Analysis for (H1)....**Error!**
Bookmark not defined.

Table 9 : Final Results Obtained from Correlation Analysis for (H1).**Error!**
Bookmark not defined.

Table 10 : Final Results Obtained from Regression Analysis for (H1).**Error!**
Bookmark not defined.

Table 11 : Final Results Obtained from Correlation Analysis for (H1)
..... **Error! Bookmark not defined.**

Table 12 : Final Results Obtained from Regression Analysis for (H1).**Error!**
Bookmark not defined.

Table 13 : Final Results Obtained from Correlation Analysis for (H1)
..... **Error! Bookmark not defined.**

Table 14 : Final Results Obtained from Regression Analysis for (H1).**Error!**
Bookmark not defined.

Table 15 : Final Results Obtained from Correlation Analysis for (H1)
..... **Error! Bookmark not defined.**

Table 16 : Final Results Obtained from Regression Analysis for (H1).**Error!**
Bookmark not defined.

Table 17 : Final Results Obtained from Correlation Analysis for (H1)
..... **Error! Bookmark not defined.**

Table 18 : Final Results Obtained from Regression Analysis for (H1).**Error!**
Bookmark not defined.

Table 19 : Final Results Obtained from Correlation Analysis for (H1)
..... **Error! Bookmark not defined.**

Table 20 : Final Results Obtained from Regression Analysis for (H1).**Error!**
Bookmark not defined.

Table 21 : Final Results Obtained from Correlation Analysis for (H2)
..... **Error! Bookmark not defined.**

Table 22 : Final Results Obtained from Regression Analysis for (H2).**Error!**
Bookmark not defined.

Table 23 : Final Results Obtained from Correlation Analysis for (H2)
..... **Error! Bookmark not defined.**

Table 24 : Final Results Obtained from Regression Analysis for (H2).**Error!**
Bookmark not defined.

Table 25 : Final Results Obtained from Correlation Analysis for (H2)
..... **Error! Bookmark not defined.**

Table 26 : Final Results Obtained from Regression Analysis for (H2).**Error!
Bookmark not defined.**

Table 27 : Final Results Obtained from Correlation Analysis for (H2)
..... **Error! Bookmark not defined.**

Table 28 : Final Results Obtained from Regression Analysis for (H2).**Error!
Bookmark not defined.**

Table 29 : Final Results Obtained from Correlation Analysis for (H2)
..... **Error! Bookmark not defined.**

Table 30 : Final Results Obtained from Regression Analysis for (H2).**Error!
Bookmark not defined.**

Table 31 : Final Results Obtained from Correlation Analysis for (H2)
..... **Error! Bookmark not defined.**

Table 32 : Final Results Obtained from Regression Analysis for (H2).**Error!
Bookmark not defined.**

Table 33 : Final Results Obtained from Correlation Analysis for (H2)
..... **Error! Bookmark not defined.**

Table 34 : Final Results Obtained from Regression Analysis for (H2).**Error!
Bookmark not defined.**