Organic Leadership Style (OLS) and Employee Engagement (EE): A Study on Retail Sector Employees of Pakistan

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Abstract

Employee engagement is the key challenge for the modern organisations and emerging leaders. It is strongly connected to customer service, business financial results and workplace environment. It has observed that leaders in the retail sector are facing this challenge and it is critical especially in the context of Pakistan where the retail is emerging segment. This study has explored the imprint of organic leadership style and connected, linked and motivated workforce, employed in public sector and private sector retail stores in Pakistan. The study has explored if organic styles of leadership revealed by leaders working in the retail sector are cultivating a setting for employees to engage. The study has also investigated that if organic leadership style practised by leaders has the impact of specific behavioural outcomes i.e. say, stay and strive of employee engagement. The study has conducted on 549 retail employees working in public and the private sector in the cities of Lahore, Karachi, Islamabad and Faisalabad (Pakistan). The researcher has used statistical software SPSS 22 to conduct descriptive analysis, correlation and regression analysis for the purpose of data analysis. The findings of the study showed that employee perception of an organic leadership style in his/her line manager inclines to be positively associated with employee engagement with no significant differences between the public and private sector retail employee's perception of organic leadership style and employee engagement. Further, the research has suggested that there is an association between employee perception of the organic leadership style of his/her line manager and 'Say', "Stay" and "Strive" (behavioural outcome) of employee engagement. The research study on the relationship between employee perception about his/her supervisor's organic leadership style and employee engagement is one of the pioneer studies in the field, as well in the retail sector in the context of developing countries like Pakistan. The study has theoretical as well as practical implications in demonstrating the specific leadership styles to address the major challenge of engaged employees in the retail sector.

Keywords: Organic Leadership style, Employee Engagement

Introduction

This research work expounds the impact of perceived organic leadership style on employee engagement. As explained by Luthans and Peterson (2002); Gibbons (2006); 4-consulting and DTZ Consulting & Research (2007), an employee having high engagement level bring positivity at the place of work. As it has stated by Hater et al. (2009) on the basis of two hundred research contributions on around one million employees in forty-four industries and conducted in twenty-six countries. The output of the analysis has shown that organisation having engaged employees results into more connected, linked and satisfied customers, generate improved margins for the business, brings higher sales, conceive fewer stock shortages, and fetches safe and healthy work environment. In his report Aon Hewitt (2011), also have claimed that in the era of financial crunch when the businesses were having downturn and suffering with lower profitability; organisation having engaged employees even

at that time were earning far better margins. Further building on the fact Gallup (2012) has estimated an assessed loss of more than three hundred billion dollars only in the United States instigated due to reduced employee productivity resulting from his poor engagement at the workplace. In order to strengthen the data facts, the provided assessed loss is calculated on the basis of twenty percent engaged employees at the workplace. Pakistan is having ninth largest labour pool in the world with only two percent change in employee engagement score from 2013 to 2014 (Aon Hewitt, 2015). Hence employee engagement has become important in the industry as well as in the country.

Having a connected, linked and committed workforce is a rising and serious concern for the corporate leaders (Gatenby et al., 2009). In his definition, Robbins and Judge (2007) have stated that an employee has considered being engaged if he found himself involved at the workplace and contented with this work. Snell (2009) has reported that the engaged workers, work towards corporate goals and their performance exceed their job description. As per Gallup (2010) & Lockwood (2007), engaged workforce serves as a connection between corporate reputation and stakeholder worth, thus playing a part in making a company successful. As for the disengaged workers, Pech & Slade (2006) state that they are less concerned with their job, are poor decision makers and their absenteeism rate is also high. According to Ayers (2007), disengaged workforce perform half of what they are paid for.

Blessing White (2008) puts forward that human resource (HR) consulting/ training industry has the largest percentage of engaged workforce i.e. 46% in the private sector. He further reports that the government is the industry where engaged workers exist in the smallest fraction i.e. from the public sector, they are only 25%. According to Wildermuth & Pauken (2008a), finding out the circumstances which render some of the workers completely engaged while leaving the rest of them disengaged is a matter of importance to the leaders. Corace (2007) has asserted that it is the leadership team that forms and fosters the culture within the company. Lockwood (2007) has provided that generating a bond between the workers and their company is the duty of the leaders. Studies by Bourgeois (2006), McGuire et al. (2007) and Sexton (2007) have revealed that the leaders; who comprehend and administer the workforce' expectations; are crucial for the success of a workplace, that is why an effectual association is indispensable.

Studies conducted by McBain (2006) and Wellins & Concelman (2008) have provided that the leaders have a major role in ensuring the engagement; of the workforce; which is affected by the leadership physiognomies. Trahant (2009) has stated that it is vital to find and take maximum advantage of prospects for corporate leaders in order to engage the workforce.
 Key objectives of the study have summarised in the following points:
- To find out the effect of employee's perception about his/her supervisor's organic leadership style on employee engagement.
- To check the effect of employee's perception about his/her supervisor's organic leadership style on the behavioural outcome (say, stay and strive) of employee engagement.

Research Question

Q1: What is the impact of employee perception about his/her supervisor's organic leadership style on employee engagement?

Q2: What is the relationship between organic leadership style and behavioural outcomes (say, stay, strive) of employee engagement?

Research Hypotheses: Follow hypothesis pertains to Q1:

H1: What is the impact of employee perception about his/her supervisor's organic leadership style and employee engagement?

Following hypotheses pertain to Q2:

H2: What is the association between employee perception of the organic leadership style of his/her line manager and 'Say' (the behavioural outcome of employee engagement)?

H3: What is the association between employee perception of the organic leadership style of his/her line manager and 'Stay' (the behavioural outcome of employee engagement)?

H4: What is the association between employee perception of the organic leadership style of his/her line manager and 'Strive' (the behavioural outcome of employee engagement)?

Literature Review

Leadership: Several definitions on leadership study have emerged in the literature review. Bingham (1927) an initial researcher has defined leadership as a crew carrying out actions to attain a mutual objective. With the passage of time, various definitions emerged. According to Kesby (2008) leadership has engaged as a collaborative course between the leader and those who follow. As indicated by Robbins and Judge (2007), leadership is a capacity to persuade a whole lot of persons in the direction of an idea or a collection of targets. Such influences can be formal or informal within the organisation. According to Robbins and Judge (2007), formal influence takes place with the status of the authority while the informal one comes about when specific duties are undertaken by a person.

Leadership remains a dominant area in theory as well as in practice. As stated by House and Aditya (1997); Yun et al. (2006) and Alas et al. (2007) there are varied definitions of leadership. Avery (2004) has stated the criteria for the definition, explaining that it has to be broad, expressive and should consider the future setting. The consistency of various definitions is questionable. As narrated by Vroom and Yetton (1973), in order to understand better the concept, various constituents of leadership have established. As stated by House and Aditya (1997) and Avery (2004) leadership needs to be studied both at the individual level and inboard setting. Following this approach, there are a lot of identified concerns in the concept of leadership. As explained by Campbell (1977) and Fairholm (1998), initial concern is that majority of the methods are reliant on subjective assessment. As corroborated by House and Aditya (1997) the outcome is reliant on few specific methods namely behavioural, transformational, trait, charismatic; that are mostly witnessed in the literature. Further stated by the researcher House and Aditya (1997) leaders are perfectionists and daring figure. Another researcher Bennis and Nanus (1985) has claimed that leaders are exceptional having unique behaviour and personality and they belong to senior level management having the power to dominate.

In today's era of vigorous and multifaceted companies; the existence of individual leader is questionable irrespective of his talent. Avery (2004) has validated the fact that leadership is scattered concept, widely spread in the company not stemming from senior managers only.

Another key component normally ignored by the researcher is well explained by Meindl (1998) stating that leadership is not having certain attributes but recognition from the workers. Same has validated by Lord and Maher (1991) and has stated that rudiments such as conduct and physiognomies are the core as they are understood by the workers. Hence, as stated by Meindl (1998), leadership is similar to the worker acuities. As explained by Drath (2001) acuities of workers about leadership and leader both should be on the same page and hence both should be included in forming the concept of leadership.

In order to better understand the leadership paradigms, Avery (2004) has suggested the classical, transactional, visionary and organic style of leadership and we have considered organic leadership style in this study.

Leader-Member Exchange Theory: As stated by Center for Leader Development (2006), this theory has the foundation on excellence in the connection between leader-member. An effective leader has considered being more connected and linked with his member or workers hence having more LMX resulting into more gratification, higher accountability and more power. In this case, members see themselves being part of big picture. On the other side, if the leader has granted less accountability, less power and members feel a lower level of gratification; in this case, the leader is less connected and less linked with his member or workers hence having low LMX. In this case, a member feels as an outsider and have no or poor knowledge of the bigger picture.

As stated by Graen and Schiemann (1978), faith and esteem between leader-member are the outcome of quality of exchange. Contrarily, as further written by Graen and Schiemann (1978), an ineffective relation is the consequence of a quality exchange that is mid-to-low.

Leadership Styles: The leadership notion is also oppressed with a definitional muddle. However, Wang and Walumbwa (2007); Macey and Schneider (2008) and Attridge (2009) have elaborated it as, one of the single biggest elements that effect workforce engagement. Corroborating the claim, Attridge (2009) has shared that corporate leadership styles are acute for developing workforce engagement, although behavioural pattern for a leader-follower relationship is consistent. As proposed by Bass (1985); Drath (2001); Goleman et al. (2002) and Avery (2004), leadership carries varied patterns and several typologies. Avery (2004) has stated that corporate leadership paradigms comprise of classical, transactional, visionary and organic paradigms. These paradigms have emerged in varied eras and at diverse locations. As elaborated by Jing and Avery (2008), by including a complete variety of corporate leadership styles, Paradigm's proposed by Avery (2004), permits leadership patterns to diverge with the setting, react to organisational needs and preferences, and imitates many symbiotic elements. Consequently, in this research study, Avery's typology of four leadership paradigms has espoused. We have considered organic leadership style for this study.

Organic Leadership Style: The concept of organic leadership as stated by Gibb (1954) and Bowers and Seashore (1966), that instead of having one leader in the business, leadership can be dispersed among varied individuals in the company. As explained by Drath (2001); Avery (2004); Mehra et al. (2006), this concept is gaining weight nowadays. Avery (2004) has named it as the organic style of leadership.

As defined by Pearce and Conger (2003), in order to achieve company goals; varied members in the organisation take the leadership role through a vigorous and collaborative process. As explained by Day et al. (2004), the operationalization of the concept has done in numerous ways. However, the following have agreed by everyone. First, it is not mandatory that there has to be one leader and workers exist in the organisation. As narrated by Mehra et al., (2006), varied leaders can be found in a company at the same time. As corroborated by Avery (2004) and Woods et al. (2004), the existent relationship between leader and workforce is not visible and spelt in this style of leadership. Multiple people are in the same role in the same organisation at the same time on the basis of the need and requirement of the company to complete the objectives at best. As narrated by Rothschild and Whitt (1986) and Hirschhorn (1997), under this style of leadership people practice joint activities irrespective of whatever influence and supremacy they possess in the company. Hence, in this case, everyone collaborates and cooperates with each other to follow the common path. Further building on

it, Avery (2004) and Woods et al. (2004) has elucidated that as there is no official leader hence conducts of every worker establishes a type of leadership. Companies having organic leadership in place are having collaborator role that collaborates and consolidate the things together. The individuals that are in collaborating role as explained by Avery (2004) are having a different point of view and actually impacting the decisions in the companies. As corroborated by Drath (2001), dependability is on varied individuals hence varied leaders in this case.

Also Corroborated by Avery (2004), varied leaders are more suitable and appropriate for the organisation as the organisation experiences different setting and varied situations. It is the liberty in this leadership style that people exhibit their individual capability and strengths to grow as leaders in the company.

Still, this concept is new for a lot of professionals having a traditional school of thought as it is more of a leading and managing by self. It is also assumed that these individuals have the capability to resolve issues and take necessary actions in the favour the company. Multiple researchers expressly Trottier et al. (2008) have witnessed that organic style of leadership might result into increased productivity in the complicated situations.

Under this style of leadership, as stated by Avery (2004), decisions and conclusions are made jointly by the employees as the workers become collaborative members in taking a deciding a right way for the company. It is also important to note that it is not necessary that everyone has the same opinion but having agreement on the same opinion is the key to success. In this style of leadership, every worker has authority as they have joint leadership. The dependency of such style of leadership is on highly skilled and qualified people having self- governing skills. Such companies carry very strong culture, open environment, fair value set and most importantly clear vision of the company and it serves as the basis of employee engagement and connects with the company. Such organisations carry multifaceted systems and the predictability of the operational aspect of the business is not sure. As explained by Avery (2004) different values and varied opinions have accepted and given equal weight in organic leadership.

Followership: It is defined as worker relationship and behaviour towards his line manager. As stated by Follett (1949) there is scarce material available on this subject and followership carry extreme significance in terms of its relationship with leadership and leader – follower role. She further narrated that followership is also a determinant for the output of the company. The existence of leadership is questionable deprived of followership. In order to produce efficiency in leadership, we need to inculcate the same in followership. The majority in any organisations are followers, not leaders hence they carry huge significance. However, followership does not exist if you want to study the phenomenon in isolation. Therefore, both the concepts have to be studied together to understand better leader and subordinate. As witnessed by Montesino (2002); Vecchio (2002); Dixon and Westbrook (2003); Frisina (2005) and Collinson (2006) that leadership and followership are dependent on each other.

In order to better understand the concept, we need to re-hash the myth that job of the leader is to think and visualise and the job of the follower is to take action on it. As narrated by Lundin and Lancaster (1990) and Frisina (2005) that follower is the individual being active, reflective and having an opinion. As stated by Lundin and Lancaster (1990) that significant role of followership has found and observed at each step in the company. Further, strengthen the argument, Blackshear (2003) stated that without the competent role of followership neither the success can be achieved nor the sustainability. If the followers are working in full swing then it will result in highly productive organisation.

The strength of the relationship between leader and follower results into follower /employee/ worker engagement or disengagement. If there is strong connect and binding between leader and follower it will result in employee engagement.

Employee Engagement: Employee engagement also known as workforce engagement or staff engagement has been considered broadly by the academics and practitioners. As defined by Robinson & Schroeder (2009) and Slack et al. (2010) that it refers to organisational commitment. Further defined by Andrew & Sofian (2011) that emotional connection and intellectual obligation with the company. According to Kahn (1990) that workers physical, cognitive and emotional connect in order to accomplish the job.

According to Gallup (2010), researchers have been working on personnel engagement for above 30 years. The study, as reported by Buckingham & Coffman (1999), have emphasised two major queries i.e. what is required from the work setting by the highest competent workers and how are such personnel obtained, focused and retained by the world's most effective administrators. Buckingham & Coffman (1999) have further elucidated that five aspects appeared from the data after asking various focus groups unrestricted queries regarding personnel engagement. The first component is related to setting at the workplace; the Second aspect is related to the attitude of the line manager; the third factor pertains to team member's acuity; the fourth component is related to creativity and out of box things done by the organisation and the leaders. As mentioned by Buckingham & Coffman (1999), the staff's loyalty to the organisation is dealt with by the personal steadfastness and service aspect. Several issues existed in the study of employee engagement. According to Zigarmi et al. (2009), conflicting opinions exist in the practitioner group and the literary group regarding personnel engagement ideas.

According to Saks (2006), personnel engagement has described by the researchers in various manners. McBain (2007) provides that bewilderment is there about engagement since certain company leaders linked the concept with loyalty, job contentment and attachment and other leaders related it with various concepts. Personnel engagement has associated with worth, teamwork and confidence by Catteeuw et al. (2007). On the word of Schneider et al. (2009), it is a sensation comprising of vigour and passion. So according to Little & Little (2006), with various definitions of engagement, it is uncertain if personnel engagement is an approach or practice and whether it takes place at a personal level or collective level.
Multiple researchers such as Frank et al. (2004); Gibbons (2006) and Shuck and Wollard (2010) explained that workforce engagement is the collaboration of workers commitment, connection and his behavioural aftermaths. If the workers are mindful of vision and their job task in the environmental setting then they are considered as engaged and being cognitive. As further explained by Luthans and Peterson (2002) that a worker has emotionally connected once he has significant binding and cares for others in the organisation.

In order to review the third component that is behavioural aftermath; following behaviours have found in academic and consulting literature:

1. Say – Worker voices extraordinary about the company while talking to other members and peer group and he recommends prospective customers and employees to the company.
2. Stay – Worker intends to stay with the company for the longer period of time and he has no intention to leave the company even having some opportunity outside the company.
3. Strive – Whenever required by the company, the worker give additional time and energy and guides other members of the team.

It is well observed in the literature that still the clarity requires on the implication of all the outcomes of behaviour at the same time. As synthesised by Looi et al. (2004); Baumruk et

al. (2006) and Heger (2007) that what are the essential aftermaths of behaviour, only a few of them or all of them. Few researchers like 4-consulting and DTZ Consulting & Research (2007) have witnessed that only say and strive are the key behaviours however as referred by Fine et al. (2010), the essential behaviours are stayed and strive.

Theory of personal engagement: The personal engagement and personal disengagement theory have created for the first time by Kahn (1990). He further explains that workers are settled in their job tasks. Workers demonstrate certain attitudes while performing these job tasks. Their alignment with the job tasks results in personal engagement or vice versa. As stated by Kahn (1992), persons have influenced by the approaches physically via their participation in chores, cognitively by way of their consciousness regarding their role and emotively by means of their links with others.

Kahn (1990) has also described individual engagement to be the concurrent application and demonstration of one's desired self in approaches towards duties. It is visible that how the worker is connected and linked with his job, organisation and peer group has an impact on his engagement level. Workers and staff that are engaged personally demonstrate the attitude pertains to the worker himself and his job task. According to Kahn (1990), the physical, cognitive and emotive spirits have demonstrated by individuals by way of their participation in chores, the care with which they carry out these chores and associations with others in carrying out tasks. Personal disengagement, according to Kahn (1990), has the alienation and resistance of an individual's desired self in task-related approaches. As explain by Chughtai & Bukley (2008), components that develop the workers disconnect are mainly job pressures, uncertain work environment and absence of job security.

Leadership role in Employee Engagement: According to Lichtenstein & Plowman (2009) that in today's era the companies are running a complex machine as the place of work is dynamic and old styles of leadership are eliminating. Hence the old style of leadership is left behind and new styles such as organic, visionary, participative, servant and transactional style of leadership are taking place. This change in the leadership styles will support people in the leading role to make necessary adjustments in order to improve and enhance cooperation and collaboration. People in the leadership role that hold emotional intelligence are the one that is able to work on the growth and development of their workers, create a learning environment, stay flexible and considered as more reliable in terms of workforce connection and engagement. As stated by Kainen (2010), the ability to adapt things has enabled leaders to organise their workers in such a way that they see new prospects.

Further elaborated by Hong, Catano, & Liao (2011) that people in the leadership role having more insight about emotional intelligence considerably do good in relaxing the environment and encourage the disconnected workers.
It is the job of the leaders in the company to go deep dive in understanding attitudes and behaviours of workers to get best out of them and keeping them fully linked and involved with the company.

Overview of retail sector of Pakistan: Pakistan retail market size is calculated as USD 152 billion, at an average growth rate of 8% (Planet Retail, 2016). Corroborating the fact, Business Recorder (2012) has presented that economy of Pakistan is included in next emerging economies in the world and pose enormous development perspective in the areas of retail.

The report published by Euro monitor (2003), has shared a lot of information regarding the retail sector and has claimed market size of 2.4 million stores from 2.2 million business entities. The majority of the retail stores in the country are family run and owned. However,

there are two multinational stores and two public stores (one store run by the state and other is run by the armed forces). Regarding the region wise share in retail sales, the report corroborated that 60% retails sales has come from the province of Punjab and remaining 40% has come from the other three provinces and four territories. While sharing the notes on the share of food and non-food in retail sales; the report has stated food 73% and non-food 27% share respectively. Also, the report has shared that 4.43 million employees have associated with the retail sector in Pakistan.

Theoretical Framework

The framework of the study shows that employee engagement (say, stay and strive) are dependent variable and organic leadership style is independent variables. The relationship is hypothesised in the following framework.
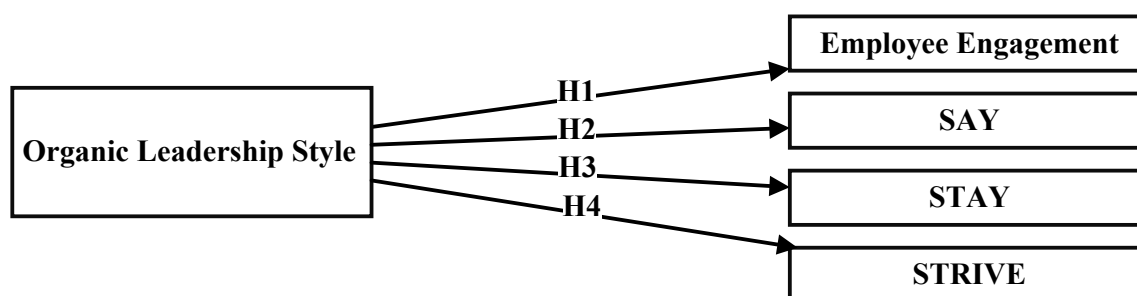

Figure 1: Theoretical framework

Research Methodology

We have considered quantitative paradigm for the study. As stated by Blaikie (2000) and Bryman (2004), positivism is about knowledge warrants. It is also known as quantitative research. Creswell (2003) has expounded that it is about the existent knowledge, about the objective reality, constituted following the parameters of quantitative paradigm. It has further validated by Sciarra (1999); McGrath and Johnson (2003) and Cacioppo et al. (2004) that it is commonly connected to the hypothetico-deductive method. Positivism proposed confirmed, distinguished and developed approach to go deep dive into the world.

Sampling: We had considered cluster random sampling in this study. According to Babbie (2001), in this method, respondents have selected arbitrarily and appropriateness of this method is more as gathering varied rudiments establishing the population is not- possible. After the cluster had developed; everyone in the group was involved in the process. According to Dixon (2002), in cluster – random sampling, the assumption was that people in the selected group are not differentiable from the people in the non-selected group. As explained by Creswell (2003), with randomization, it helps in the process of generalisation. Individuals considered for this study were the arbitrarily chosen employees working in retail store environment in both public and private sectors. These employees serve as a unit of analysis.

According to Collis and Hussey (2003) that individual on which variables were set, data was gathered, analyses were done and research was conducted; was considered as a unit for that particular study. The objective of this study was to explore the employee/ worker perception about his /her line manager's organic leadership style and its impact on his/her engagement. In this study, variable were set, data was gathered, analyses were made and research was conducted on employee working in a retail store environment. Hence that employee was considered as a unit of analysis.

This study had divided retail stores into two clusters: Private retail stores and public retail stores. Summarised below are the details of the clusters considered for this study. All Retail stores under the clusters comprise of the population for which sample can be chosen for the purpose of the study and that serves as the basis of generalised outcomes. In this research study, the target population was similar to the accessible/available population. Also, it helped to maximise the likelihood of selecting a symbolic sample (from both Public and Private sectors) of the population. Following you can observe the details of stores in both the segments/clusters.

Table 1: Summarised outlook of retail stores (in numbers) in each cluster/group

Public Sector	Private Sector	Total
6,150	1,993,850	2,000,000

Source: Business Recorder (2012)

Following the Table 1, information of the clusters, employees/workers were chosen following cluster random sampling as in cluster – random sampling, the assumption was that people in the selected group are not differentiable from the people in the non-selected group and randomization helps in the process of generalisation. Distribution of survey questionnaires was to the employees under each clusters following more respondents from the private sector than public sector as the employee population is comparatively big.

Data Collection Instrument: We have used the self-administrative questionnaire as a survey instrument. Survey instrument comprises of three parts. Part (a) revealed the five items related to organic leadership style. Part (b) revealed the thirteen items related to employee engagement. Part (c) revealed the four items related to demographic factors. In total, the questionnaire comprised of twenty-two items in three parts. All the questions in the instrument are close ended. As explained by Roszkowksi and Bean (1990) and Yammarino et al. 1991) that it was necessary to maintain conciseness and relevancy in the question to get desired results. In order to get the maximum output we had used self-administrative survey in which researcher was reading the statement and elaborating it (where necessary) to the respondent and getting the questionnaires filled on the feedback of respondent.

Data Analysis Approach: In order to analyse the data, statistical tool, SPSS 22 was used.

Table 2: Survey response rate

	Survey Response
Invitation to Participate	555
Refusal due to unwillingness to participate	02
Excluded due to non- serious responses (observed)	04
Number of eligible responses	549
Response Rate	**98.91%**

As self-administrative method was used to collect the data from the respondents, hence high response rate has observed.

Data Analysis & Results

The demographic profile of the respondents was evaluated. Then data analysis was done and results were presented.

Table 3: Demographics Profiles of Respondents

Respondents Demographic		Frequency	Percentage
Gender	Male	522	95.1%
	Female	27	4.9%
Age	Under 25	243	44.3%
	25-34	234	42.6%
	35-44	72	13.1%
	Above 45	0	0.0%
Education Level	Matriculation	138	25.1%
	Intermediate	270	49.2%
	Bachelors	96	17.5%
	Masters & above	45	8.2%
Job Sector	Private	435	79.2%
	Public	114	20.8%

Table 3 demonstrated that out of 549 respondents, 522 (95.1%) were males and 27 (4.9%) were females. It had observed that in the retail store environment still, the majority of the population belongs to males. Out of 549 respondents, 243 (44.3%) were under the age of 25 years, 234 (42.6%) were within the age group of 25-34 years, 72 (13.1%) were within the age group of 35-44 years, none of the respondents (0%) within the age group of above 45 years. Out of 549 respondents, 138 (25.1%) of the respondents were having an education level of matriculation or below, 270 (49.2%) were intermediate, 96 (17.5%) were bachelors, 45 (8.2%) were having an education level of masters and above. This shows the fair trend as the majority of the workers in the retail store were operational staff and having low–medium educational level. Out of 549 respondents, 435 (79.2%) of the respondents were from the private sector and 114 (20.8%) of the respondents were from the public sector. The population of retail stores comprised of around 2 million out of which public sector were only 6150 (0.30%). The objective of taking more samples (20.8%) as compared to the population was that as we were going to conduct the fair analysis on employee perception of the organic leadership style of his/her line manager and its impact on employee engagement in both sector employees.

The study was based on 549 survey questionnaires having a minimum value of 1.0 and the maximum value of 5.0 on a five-point Likert scale. Mean score varied from variable to variable were having a range from 3.75 to 3.95 and were having standard deviation range from 0.56 to 0.79as shown in Table 4.

Table 4: Descriptive Statistics

Descriptive Statistics (N=549)		
	Mean	**Std. Deviation**
*OLS	3.7563	.64320
SAY	3.9536	.56763
STAY	3.7942	.79046
STRIVE	3.8989	.56988
EE	3.8822	.56080

*OLS=Organic leadership style

In order to gauge the reliability and internal consistency of the instrument, Cronbach's Alpha was used. In this study, Cronbach's Alpha value ranged from 0.698 to 0.826 which indicated moderate to high reliability shown in Table 5.

Table 5: Reliability Analysis

Constructs	Number of Items	Cronbach's Alpha
Organic Leadership Style	5	0.744
Say	4	0.698
Stay	3	0.780
Strive	6	0.796
Employee Engagement	3	0.826

Correlation is used to determine the association between/among variables. There is a positive association (0.860) between organic leadership style and employee engagement. It means that organic leadership style has a strong impact on employee engagement in retail store environment of Pakistan as shown in Table 6.

Table 6: Correlations – Organic leadership style and employee engagement

	EE	OLS
EE	1	.860**
OLS		1

Regression Analysis: Regression model had depicted adjusted R square value of 0.672 which showed that independent variable organic leadership styles were illustrating 67.2% of the concept with a standard error value of 0.32. With the ANOVA$_a$ table, we can observe F value of 281.597 and most important the results were highly significant with a significance value of 0.000 as mentioned in the below table. In the coefficient table, we gauge the significance of independent variables on dependent variable i.e. employee engagement and results showed that the independent variable was highly significant. Predictors in the regression model calculation are organic leadership style and the dependent variable is employee engagement. Table 7 shows regression analysis for the current study.

Table 7: Regression Model

Regression Model		
R	**R Square**	**Adjusted R Square**
.821ᵃ	.674	.672

ANOVA			
	Sum of Squares	**F**	**Sig.**
Regression	116.218	281.597	.000ᵇ
Residual	56.128		
Total	172.346		

Coefficients*		
	Standardised Coefficient (Beta)	**Sig.**
Organic Leadership Style	0.261	0.000

*Dependent variable: Employee Engagement

The researcher has analysed and elaborated R Square and Adjusted R-Square. Also, a significance level of ANOVA and standardised beta coefficients have calculated and presented in the above table.

The research study had summarised results of all four hypotheses. First hypothesis (H1) was reflecting the relationship between organic leadership style and employee engagement. With regression value of 0.552 and significance value <0.05 the hypothesis was accepted. Second hypothesis (H2) was reflecting the relationship between Organic leadership style and Say (the behavioural outcome of employee engagement). With regression value of 0.504 and significance value <0.05 the hypothesis was accepted. Third hypothesis (H3) was reflecting the relationship between Organic leadership style and Stay (the behavioural outcome of employee engagement). With regression value of 0.127 and significance value <0.05 the hypothesis was accepted. Fourth hypothesis (H4) was reflecting the relationship between Organic leadership style and Strive (the behavioural outcome of employee engagement). With regression value of 0.744 and significance value <0.05 the hypothesis was accepted.

Table 8: Summary of Results Of Hypotheses

Hypothesis	Structural Path	Regression	P	Decision
H1	EE <--- OLS	0.552	***	ACCEPTED
H2	SAY <--- OLS	0.504	***	ACCEPTED
H3	STAY <--- OLS	0.127	***	ACCEPTED
H4	STRIVE <--- OLS	0.744	***	ACCEPTED

*OLS = organic leadership style
**EE = Employee engagement

CONCLUSION

From the above data analysis, it is clear that retail employees have positive perception about organic leadership style and therefore it will positively influence employee engagement level in the socio-cultural context of Pakistan. It is also found that there are no significant differences between the public and private sector retail employee's perception of organic leadership style and employee engagement. Which means that employees working in public sector have a similar perception about organic leadership style as compare to employees working private sector retail stores. Self-managing and self- leading are the key attributes of organic leadership hence trust level between leader and follower is very high. It is also corroborated by Bergsteiner and Avery (2007) that high trust levels are observed in organic leadership style. Hence physiognomies of organic leadership possess a high level of honesty, integrity and trust which results in the positive association between supervisor organic leadership style and employee engagement level in the context of Pakistan.

Workers under organic leadership are like cooperative associates that are self- managing and self-directing so they themselves think, decide and act considering best for the business. It is further narrated by Avery (2004), that such employees have the ability to ascertain and solve issues and make the conclusions in the favour of the business. Hence the workers deliver high contribution towards goals and objectives of the business. In his recent work, Jing (2009) has claimed that better business results, worker and customer gratification are found in the organic style of leadership. A research study has further explained that there is an association between employee perception of the organic leadership style of his/her line manager and 'Say', "Stay" and "Strive" (behavioural outcome) of employee engagement. Employees can foresee and sense their growth opportunities in the company as they can observe that leader is investing time and energy on them to grow and develop them for future (Guthridge and Mohr, 2010). In such case, employee prefers to stay in the organisation for the longer period of time hence employee engagement level goes high. The worker also strives to do more as he can see things positively for him hence his engagement level increases.

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