

**“EXPLORING TRANSFORMATIONAL
LEADERSHIP SKILLS IN SENIOR MANAGEMENT
ACROSS PAKISTAN, UAE, AND THE USA”**

by

Nabeel K. Haq

DISSERTATION

Presented to the Swiss Business and Management School Geneva

In Partial Fulfillment

Of the Requirements

For the Degree

DOCTOR OF BUSINESS ADMINISTRATION

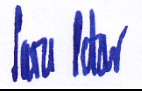
March, 2026

**“EXPLORING TRANSFORMATIONAL LEADERSHIP
SKILLS IN SENIOR MANAGEMENT ACROSS PAKISTAN,
UAE, AND THE USA”**

by

Nabeel K. Haq

APPROVED BY



Prof.dr.sc. Saša Petar, Ph.D., Dissertation chair

RECEIVED/APPROVED BY:



Admissions Director

ACKNOWLEDGEMENTS

First and foremost, I would like to express my deepest gratitude to my supervisor, Dr. JakaVadnjaj, for his invaluable guidance, unwavering support, and encouragement throughout the course of this research. His insight, patience, and commitment to academic excellence have been instrumental in shaping this thesis and in my development as a researcher. I am equally grateful to my colleagues and other senior management for their constructive feedback, thoughtful discussions, and continuous motivation. Their expertise and advice have greatly enriched the quality of this work.

I would like to extend my sincere appreciation to the faculty and staff of Business school at SSBM for providing a stimulating research environment and for their administrative and academic assistance throughout my DBA journey. My heartfelt thanks go to all the participants, collaborators, and colleagues who contributed their time, knowledge, and perspectives to this study. Their cooperation and insights made this research possible.

Special thanks are due to my friends and fellow PhD colleagues for their companionship, encouragement, and the many moments of shared struggle and success that made this journey more rewarding. To my Mom, Shama Naseem, for her unconditional love and belief in my abilities; to my siblings for their understanding; and finally, and most importantly I owe my deepest gratitude, to my Wife, Abida Haq, who constantly encouraged and supported me to do my DBA at the age of 55 years old and my Son and Daughter, Muhammad and Mahum Haq, respectively for their patience, during the most challenging phases of this work. This achievement would not have been possible without the love of my family and faith in me. Also, I want to dedicate my degree to my late Father,

Naseem K. Haq, for supporting us throughout our academic years. He was loved by all and was always true to his values and is still missed.

This research explores the application and influence of transformational leadership among senior managers across three culturally distinct regions, Pakistan, the United Arab Emirates (UAE), and the United States of America (USA). Transformational leadership, characterized by idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration, has been recognized as a critical factor in fostering innovation, employee engagement, and organizational adaptability in complex global environments. The study adopts a qualitative, interpretivist approach, utilizing semi-structured interviews with fifteen senior executives (five from each country) to investigate how transformational leadership skills are perceived, practiced, and adapted across different cultural and organizational contexts.

Findings reveal that while transformational leadership principles are universally valued, their manifestation is deeply shaped by cultural norms, economic structures, and organizational dynamics. In Pakistan, leadership tends to blend traditional hierarchical values with modern participative practices, creating hybrid models that balance authority with empowerment. The UAE demonstrates a multicultural leadership landscape where cultural intelligence and inclusivity are essential for managing diverse teams. In contrast, the USA emphasizes autonomy, innovation, and employee empowerment, aligning with its low power-distance and individualistic culture.

Four overarching themes emerged from the data: Structured Leadership in Dynamic Cultures, Leading with Integrity and Trust, Empowering Employees for Innovation and Growth, and Culture of Human-Centered Leadership. Across all contexts, transformational leaders were found to enhance organizational performance by fostering trust, promoting learning, and aligning individual aspirations with collective goals.

The study contributes to cross-cultural leadership theory by developing a conceptual framework that integrates transformational leadership with cultural adaptability. It provides actionable insights for multinational organizations, policymakers, and educational institutions to design culturally responsive leadership development programs. Ultimately, the research underscores that effective global leadership requires not only vision and influence but also empathy, cultural awareness, and ethical integrity in navigating diverse organizational landscapes.

Table of Contents

Topic.....	i-ii
ACKNOWLEDGEMENTS.....	III-V
TABLE OF CONTENT.....	VI-IX
1.1 Introduction.....	1
Leadership and Organizational Performance.....	3
Leadership and Employee Engagement.....	5
Transformational Leadership in the Global Economy.....	6
Ethical and Human-Centered Dimensions of Leadership.....	7
Leadership Development and Policy Implications	8
Challenges in Practicing Transformational Leadership.....	9
Future of Transformational Leadership	9
2.1 Problem Statement.....	11
Problem Statement and Contextual Background	11
Cultural and Organizational Diversity Across Contexts.....	12
Leadership and Employee Engagement in Multicultural Contexts ...	Error! Bookmark not defined.
Significance of the Research.....	Error! Bookmark not defined.
Global Leadership and Organizational Challenges.....	17
Diversity, Inclusion, and Equity in Leadership	Error! Bookmark not defined.
Research Questions	Error! Bookmark not defined.
4.1 Literature Review Objectives	23
4.1.1 Introduction.....	23
4.1.1.1 Hybrid Leadership Development.....	27
4.2 Transformational Leadership Theory	31
4.3 Cultural Dimensions Theory.....	31
4.4 GLOBE Study on Cultural Leadership	32
4.5 Leader-Member Exchange (LMX) Theory.....	32
4.6 Theoretical Framework.....	33
4.7 Transformational Leadership and its Importance in Business Environment.....	36
4.8 Definition and Components of Transformational Leadership	Error! Bookmark not defined.
4.8.1 Idealized Influence:.....	Error! Bookmark not defined.
4.8.2 Inspirational Motivation:	Error! Bookmark not defined.

4.8.3 Intellectual Stimulation:.....	Error! Bookmark not defined.
4.8.4 Individualised Consideration:	Error! Bookmark not defined.
4.9 Universality of Transformational Leadership Principles	Error! Bookmark not defined.
4.9.1 Evidence of Transformational Leadership’s Impact on Organizational Performance and Innovation	Error! Bookmark not defined.
4.10 Comparison of Cultural Contexts in Pakistan, UAE, and the USA.....	Error! Bookmark not defined.
4.10.1 Leadership Styles in Pakistan: Balancing Tradition with Modernization	Error! Bookmark not defined.
4.10.2 United Arab Emirates Leadership Practices: Navigating Multiculturalism and Global Influences	Error! Bookmark not defined.
4.10.3 United States of America Leadership Trends: Emphasis on Autonomy and Innovation	Error! Bookmark not defined.
4.11 Current Research on Transformational Leadership in Pakistan, UAE, and the USA.....	41
4.11.1 Transformational Leadership in Pakistan	Error! Bookmark not defined.
4.11.2 Transformational Leadership in the UAE.....	Error! Bookmark not defined.
4.11.3 Transformational Leadership in the USA	Error! Bookmark not defined.
4.12 Analysis of Unique Management Styles and Cultural Challenges	Error! Bookmark not defined.
4.13 Identification of Commonalities and Differences in Transformational Leadership across the Three Countries	Error! Bookmark not defined.
4.13.1 Commonalities:	Error! Bookmark not defined.
4.14 Gaps in Literature and Critique.....	Error! Bookmark not defined.
4.14.1 Limited Research on South Asia and the Middle East Compared to Western Contexts	Error! Bookmark not defined.
4.14.2 Insufficient Focus on Senior Management’s Role in Adapting Leadership to Cultural Nuances.	Error! Bookmark not defined.
4.14.3 Limitations of Existing Studies and Methodological Shortcomings	Error! Bookmark not defined.
4.15 Controversial Areas or Conflicting Perspectives in the Literature	Error! Bookmark not defined.
4.16 Overview.....	46
5.1 Methodology	50
5.1.1 Research Methodology	50
5.1.2 Research Design.....	50
5.1.3 Sampling Strategy.....	51
5.1.4 Research Approach	52
5.1.5 Research Design.....	52

5.1.6 Research Philosophy	53
5.1.7 Data Collection Method	53
5.1.8 Research Method	55
5.2 Integration of Cultural and Contextual Factors	56
5.3 Data Collection	56
5.3.1 Data Analysis	57
5.4 Ethical Considerations	59
DEMOGRAPHIC DETAILS.....	62
6.1 Theme 1: Structured Leadership in Dynamic Cultures.....	63
6.1.1 How would you describe the organizational culture of your company?	63
6.1.2 How would you describe the corporate culture of your organization, and how has it shaped your leadership approach?	65
6.1.3 How does your organization's culture influence the way decisions are made at the leadership level?	67
6.1.4 What challenges have you faced in aligning your leadership style with your company's culture, and how have you addressed them?	68
6.1.5 How do you handle resistance to change within your team?	69
6.2 Theme 2: Leading with Integrity and Trust	71
6.2.1 What core values do you emphasize in your leadership approach?	71
6.2.2 How do you maintain trust and credibility among employees and stakeholders?	72
6.2.3 How do you lead by example in your organization?	74
6.3 Theme 3: Empowering Employees for Innovation and Growth	75
6.3.1 How do you encourage creativity and innovation among your employees?	75
6.3.2 In what ways do you foster a learning-oriented culture in your organization?	76
6.3.3 How do you identify and support the unique developmental needs of your employees?	78
6.3.4 What strategies do you use to create a work environment that supports individual employee growth?	79
6.3.5 How do you balance individual needs with organizational goals?	80
6.4 Theme 4: Culture of Human-Centered Leadership.....	82
6.4.1 How do you articulate and communicate a compelling vision to your employees?	82
6.4.2 How do you ensure your team remains motivated during challenging times?	83

6.4.3 What role does storytelling or personal experience play in inspiring your employees?	85
6.4.4 In what ways do you think corporate culture impacts employee engagement and performance under your leadership?	86
6.5 Summary of Findings.....	87
6.5.1: Structured Leadership in Dynamic Cultures.. Error! Bookmark not defined.	
6.5.2: Leading with Integrity and Trust Error! Bookmark not defined.	
6.5.3: Empowering Employees for Innovation and Growth Error! Bookmark not defined.	
6.5.4: Theme 4: Culture of Human-Centered Leadership..... Error! Bookmark not defined.	
6.5.5 Cross-Cultural Comparative Overview.....	91
6.6 Conclusion	92
7.1 Discussion of Results.....	99
7.1.1 Structured Leadership in Dynamic Cultures... Error! Bookmark not defined.	
7.1.2 Leading with Integrity and Trust Error! Bookmark not defined.	
7.1.3 Empowering Employees for Innovation and Growth Error! Bookmark not defined.	
7.1.4 Culture of Human-Centered Leadership Error! Bookmark not defined.	
8.1 Summary	111
8.2 Implications.....	112
8.3 Recommendations for Future Research	113
8.4 Conclusion	115
APPENDIX C	130
RESEARCH INFORMED CONSENT	131

CHAPTER 1: INTRODUCTION

1.1 Introduction

As a rule, leadership is viewed as a source of organizational prosperity and viability; the engine that determines not only the inner processes but also the location of any business. Effective leadership does not only dictate the manner in which employees will work, communicate and innovate but also how the organization will deal with the changing market trends, technological upheavals and augmented competition globally. Among the numerous models of leadership emerged in the literature throughout the decades, transformational leadership stands out as one of the most powerful and influential models of leading in the 21st -century business environment. Transformational leadership is leadership which was initially proposed by James MacGregor Burns in 1978, and extended by Bernard Bass in 1985, that involves leading a team of followers in a way that will encourage them to surpass their selfish interests, in the interests of the organization and group. The main traits that make the transformational leader stand out is the capacity to communicate the strong vision, create the culture of trust, develop the team, and support others to extract the best out of themselves as individuals and as professionals. Whereas transactional leaders have always paid attention to the exchanges and short-term rewards, transformational leaders strive to transform the values, motivation, and dreams of their teams. Such leadership now has become more applicable in the current global business world where there is dynamic change, increasing complexity and interdependence. In a business climate where organizations need to react to digital transformation, financial

uncertainty and shifting employee demands, leading via inspiration and innovation has become an essential ability (Bakker and Demerouti, 2020).

1.2 Transformational Leadership in the Modern Context

Over the last two decades, more empirical studies have proven that transformational leadership is a compelling aspect in building resilient, adaptive, and high-performing organizations. As an example, Alqatawenh (2022) believes that a transformational leadership style will enhance team resilience through fostering trust, open communication, and shared responsibility that could be effective in counteracting swift technological shifts, financial crisis, or global disaster like the COVID-19. On the same note, Du et al. (2023) also highlight the significance of emotional intelligence in a transformational approach, and think that leaders who demonstrate empathy, self-awareness, and social skill can be more successful in inspiring commitment, making quality decisions, and building stronger employee engagement. These results are an indication of the evolving era of leadership in the world that is characterized by converging technology, globalization, and cultural diversity (Chen, Wang and Peng, 2020). The current day senior manager is challenged to not only perform the bottom line but to venture into the uncertainties of our times to show greater credibility, agility and moral conviction to the organization. Transformational leadership incorporates the vision, emotional intelligence, and innovation in a solid platform where such demands can be fulfilled. Even though transformational leadership has been extensively examined in the Western setting, there is little empirical data on the application of such leadership in South

Asia and Middle East, especially in the top management level. The current body of literature is more inclined to study general leadership behaviors than the adaptations of transformational leadership in very hierarchical societies in terms of Pakistan or in multicultural societies in the case of the UAE. In addition, not many comparative studies analysis has been done on transformational leadership in culturally diverse economies at the same time. The gap focuses on the necessity of a cross-cultural study that will examine the meaning of transformational leadership principles in various cultural, economic, and organizational contexts as interpreted and modified by senior managers and applied by them (De Clercq, Rahman and Haq, 2022).

1.3 Leadership and Organizational Performance

Leadership is one of the few things in the realm of ascertaining the success of an organization. Leadership can then take a more real sense through the implementation of strategies, culture building, and motivation of achieving more than anticipated. Transformational leadership has been identified to be strongly connected to several relevant organizational outcomes including innovation, retention, job satisfaction and financial performance (Bass and Riggio, 2006). Due to its orientation to the creation and implementation of human potential in connection with the organizational vision, it is peculiarly adapted to knowledge-based economies and dynamic industries. Transformational leadership should also demonstrate cross-cultural competence-the capability to learn about, to respect, and to adapt to culturally diverse values and expectations- in an ever-increasingly connected business world. The above skill has been

specifically of primary significance to the leaders operating in a multinational or multicultural environment where communication styles, power distance and motivation drivers are differently varied according to the regions. It is here that the latter study presents the effort to establish a deeper insight into the transformational leadership practice within the contexts of Pakistan, the UAE and the USA, in which senior managers refine and mold these competencies towards the requirements of the regional cultural, economical, and organizational settings.

1.4 Cultural Contexts and Leadership Dynamics

Leadership perception, leadership behavior and effectiveness are critically influenced by culture context. The Cultural Dimensions Theory (1980) provided by Hofstede is a suitable theory that can be used to examine such differences. Pakistan being an example is under high power distance and collectivism; thus, power and group harmony are prioritized. Mostly leadership is viewed in the paternalistic lens where the leader must provide instructions, support his team and guard them against any injuries. Here, transformational leadership will be put into play as an element of the customary reverence of authority given the contemporary lifestyle of empowerment and innovation. The leader must ensure that there is discipline but at the same time he/she should motivate those who contribute creativity which must involve having emotional intelligence and cultural sensitivity (Siddiqui and Ahmed, 2020). Quite the opposite, the corporate atmosphere in the UAE is highly multicultural because of the blistering modernization and globalization. Most of the workforce consists of expatriates, therefore leaders must tackle a variety of

cultural values, communication patterns, and expectations in a single organization. Effective transformational leaders in the UAE exercise cultural intelligence by modifying the way they communicate, motivate and make decisions alike in such a way that there is inclusivity and respect of various teams. United States is low power distance/low individualism; therefore, autonomy, innovation and open conversation is greatly valued (Dirani et al., 2020). One such feature of transformational leadership in this country is empowerment in the form of intellectual stimulation as well as entrepreneurial initiative. Leaders in this case are supposed to challenge assumptions, facilitate risk-taking behavior and creativity that is highly contained in the American culture of innovation and personal growth. It implies that transformational leadership will be in a desirable position to develop in such environment (Deci and Ryan, 2000).

1.5 Leadership and Employee Engagement

Employee engagement emotional and cognitive commitment of employees to their work and organization is also one of the most significant factors of performance and productivity. It is through the authenticity, empathy, and ethical action of transformational leaders that contribute to the augmentation of engagement as stated by Avolio and Gardner (2005) by ensuring that the personal values match the organizational purpose to establish a sense of belonging and significance. This may occur in multicultural settings like UAE where the employees belong to different national, linguistic, and religious groups whereby the leaders have an inclusive and understanding approach to communication. Transformational leaders achieve this by encouraging intercultural

awareness, valuing diversity and making sure to offer fair contribution in such environments. Compassionate leaders who value professional development opportunities can be very encouraging in organizations in Pakistan where economic uncertainty and limited resources usually cause low morale, and which fail to offer the needed support in developing an employee (Khan et al., 2019). Conversely in the United States where workers appreciate independence and self-improvement transformational leaders utilize teams through providing them opportunities to generate fresh ideas through work in a flexible manner in addition to having an established career path. It has always been empirically demonstrated that engaged employees are more than just more productive; their rates of loyalty are also higher, and turnover rates are reduced (Avolio and Gardner, 2021). Transformational leadership in terms of engagement via trust and inspiration therefore directly leads to the sustainability of organizations and long-term competitiveness.

1.6 Transformational Leadership in the Global Economy

In the present globalized society, organizations are being defined in terms of their capabilities to adjust, be innovative, and cooperate across borders. Taking multinational corporations (MNCs) through this complication has been observed to be facilitated by transformational leadership through instilling a collective vision, ethical accountability, and empowerment within the cultures of their organizations to create cohesion with diversity (Du, Zhang and Li, 2023). Leadership development programs that will incorporate the aspects of transformational leadership especially cultural intelligence,

emotional intelligence, and ethical decision-making will bring maximum benefits to MNCs working in Pakistan, the UAE, and the USA. Such programs would not only boost the leadership capacity but employee satisfaction and retention that eventually would translate into better organizational performance (Avolio, Walumbwa and Weber, 2009). Besides that, transformational leadership is becoming more critical due to the international trend of remote and hybrid working models post-COVID-19 where the leaders are required to inspire mentor and build trust through the digital platform allowing teams to remain motivated and collaborate with each other despite separation (Bartsch et al., 2021). Emotional affinity and communication are now a very valuable currency among leaders in this new era hence underlining the relevance of the transformational attributes which will always be applicable.

1.7 Ethical and Human-Centered Dimensions of Leadership

Ethical behavior is the main component in transformational leadership. Truthful and open leaders develop credibility and ethical power that are required to achieve success in the long run. Transformational leadership has ethical aspect that extends beyond compliance; this is characterized by exemplification of values, fairness and responsibility in decision making (Evans, 1970). Transformational leaders do not view ethics as limitations but as a tool to achieve sustainable performance. Ethical leadership is connected with cultural respect and social responsibility in the UAE where cultural and religious values are the main determiners of workplace conduct. In Pakistan, corruption can be combated through ethical leadership to give rise to trust within organizations whereas in the USA, reputation

and trust can be sustained among people through ethical credibility particularly in this era of corporate social responsibility (CSR) and stakeholder capitalism.

1.8 Leadership Development and Policy Implications

The findings and the implication of this study extends well beyond their use in business world; it affects not only the leadership growth of a country, but even the education policy. Policy makers can use insights gained in this study to come up with initiatives that would ensure the alignment of their cultural and economic goals in the region with leadership development. The purpose of national programs to develop leaders in Pakistan might be to combine the old collectivist principles with the new managerial ability and focus on emotional intelligence, flexibility, and inclusiveness (Hofstede, Hofstede, and Minkov, 2010). The UAE vision of becoming a global hub of innovation would be suitable with leadership programs aimed at the enhancement of cross-cultural communication and digital fluency, as well as the development of sustainability-oriented thinking. The United States can consider the option of further encouraging creativity by its leadership development programs and ethical entrepreneurship and resilience to fast changes in technology. It is equally important in terms of implications on teachers and learning institutions. The theory of transformational leadership should be introduced into the curricula of the business schools and management programs together with cross-cultural simulations, case studies of various leaders in the business and learning modules on how to manage a business effectively (Katou, 2024). This will equip the future leaders with a theoretical

understanding of different theories of management, as well as practical instruments of leading different teams within changing environments.

1.9 Challenges in Practicing Transformational Leadership

This can be assisted by transformational leadership that has its own issues particularly when applied in other cultures. The other leaders may not be ready to change, expect differently and value systems that may not fit the tenets of transformational leadership within the traditional or hierarchical cultures. In the country of Pakistan, as an example, the advocacy of participative decision-making can conflict with the traditionally existing principles of obedience. It can be complicated to balance the Western performance-oriented models and Middle Eastern harmony and respect in the UAE. Individualism and competitiveness can also prevent group work in the USA (Lemoine, Hartnell, and Leroy, 2019). In order to address such issues, leaders must demonstrate cultural humility, situational awareness, and flexibility. Transformational leadership is not a model but a malleable framework which has to be localized to cultural and organizational reality. A transformational leader is likely to succeed, but this depends primarily on the balance between universal principles of leadership and the social specifics of the case.

1.10 Future of Transformational Leadership

As the globalization, digitalization, and sustainability of business landscapes continues to differentiate, transformational leadership will continue to remodel itself. The following generation of transformational leaders should not only be technologically savvy and

human sensitive, including with the strength of artificial intelligence and data analytics-awareness, but also retain empathy, morals and inclusivity (Miller, Smith, and Evans, 2024). In addition, emerging ideas such as digital transformational leadership emphasize the combination of people-oriented values and digital savvy that help transformational leaders to become more innovative without sacrificing the people. Besides, the growing emphasis on sustainability and corporate social responsibility demands transformational leaders capable of balancing profitability and purpose. The leaders should motivate teams to have long-term value creation that will not only benefit the shareholders but also communities and the environment. This trend of sustainable transformational leadership forms the future of the leadership theory and practice (Rahman, Ali, and Zafar, 2023).

CHAPTER 2

2.1 Problem Statement

2.1.1 Problem Statement and Contextual Background

The success of organizations depends on leadership to enable achievement of strategic goals, novelty, and flexibility with regard to globalization and technological revolution. Successful leadership will make sure that organizations remain competitive, manage human resources and maintain the ethical and productive workplace environments in an uncertain world that is increasingly becoming uncertain. Among the numerous paradigms of leadership that have impacted the management philosophy, not many are as visionary and people-centered as a transformational leadership, therefore, capable of inspiring an individual or a group to reach greater heights than it might have been estimated to be able to reach. It was pioneered by Burns in 1978 and later revised by Bass in 1985, it extends beyond the transactional exchange into highlighting the importance of the leaders in enhancing motivation, creativity and moral commitment by the followers towards the attainment of common organizational goals. Transformational leaders are vision driven, influential and personalized supporters. They establish a culture of trust, cooperation and inclusiveness that allows employees to make their values and aspirations congruent with organizational objectives. But this is not a style of leadership that is used efficiently in every culture and every work setting as it is attractive across the board. The factor of cultural, economic, and institutional contingency that influences the perception of leadership behaviors, their executions and reception takes the center stage (Rosing, Frese

and Bausch, 2011). Such factors as the power distance, individualism and collectivism, and uncertainty avoidance may become the powerful factors that define leadership practices, as Hofstede Insights (2020) underlines. Therefore, transformational leadership, though seemingly a working paradigm in the world, is very contextual and hence it requires an empirical investigation in different societies and economies. The study bridges this gap in the literature by examining the transformational leadership practices in Pakistan, the United Arab Emirates, and the United States- three countries that can be described as representing the distinct points of convergence between culture and economy and organizational dynamics. These nations offer a comparative analysis that can be considered especially suitable in terms of how leadership will adjust to the unique socio-cultural realities and preserve its transformational nature (Shahid, 2024).

2.1.2 Cultural and Organizational Diversity Across Contexts

The three areas have a unique cultural paradigm which dictates the leadership expectations, patterns of communication and power dynamics. In Pakistan, the collectivism culture, hierarchical institutions, and traditional social norms dominate the leadership practices in the country. In the majority of cases, organizations are mirrors of the society where there is a strong emphasis on power and respect to seniority. The leaders are seen as a source of paternal authority that besides being teacher figures, they are expected to guard their subordinates. Siddiqui and Ahmed (2020) also report that this type of paternalistic expectations provides both opportunities and limitations in terms of transformational leadership. On the one hand, good hierarchical relationships can lead to

loyalty and general peace, on the other, they can suppress open discussions and creativity. The transformational leader of Pakistan will thus be forced to create a delicate balance between the promotion of creativity and empowerment as well as respecting the authority and tradition of the country (Singh, Kumar, and Verma, 2021). This is dramatically different but equally complicated in the United Arab Emirates. The UAE is one of the most globalized economies in the Middle East that combines both the traditional Arab-Islamic values and modern Western business practices. The UAE boasts of one of the most diverse workforces in the world with expatriates making up approximately 85 percent of the population. The cultural and ethnic diversity leads to creativity and innovativeness but also introduces cultural and linguistic obstacles to cooperation (Al-Suwaidi et al., 2021). The transformational leadership in the UAE then requires cultural intelligence- the capability of the leader to alternate among various cultural settings. Another issue that leaders have to balance between is performance-oriented demands of global business practices and regional collectivist values of respect, humility, and community orientation on the one hand, and the other. Conversely, the United States is in an individualistic and low power-distance culture that appreciates autonomy, innovation and participative decision-making. Employees want the leader to be more of a facilitator than an authority figure, who is helpful in stimulating creative thought, open communication, and empowerment. Transformational leadership is the best leader in this regard as it focuses on intellectual stimulation and personal consideration. The focus of the leaders in the USA is more on promoting independence, questioning existing norms, and self-growth. The challenges concerning burnout, lack of balance between the personal

life and the professional life, and the constant need to innovate are also associated with competition and rapid tempo of industries in America. These cultural and economic dynamics give a clue that though the U.S. is the ideal situation to apply transformational leadership, there is always a need to develop to ensure that the workers are well and motivated in the long term (Deci and Ryan 2000).

2.1.3 Leadership and Employee Engagement in Multicultural Situations.

Among the most drastic outcomes of transformational leadership is that it can improve the engagement of employees and this is a psychological and emotional dedication that the individual has to an organization. Avolio and Gardner (2005) also state that the more authentic, empathetic and ethical the transformational leader, the more followers will trust and engage him. This is of particular significance in multi-cultural facilities, as in the case of the UAE. People of another culture tend to expect different things of leadership, communication and appreciation (Smith and Jones, 2023). A transformational leader will be able to integrate and inspire employees despite such differences with cultural sensitivity and fairness. Leaders believe that inclusiveness brings about unity and assists in the narrowing of the gaps that exist between a diverse workforce to a similar organizational identity. In Pakistan, where economic stability is low, and there is no career development opportunity that can boost morale, well-being, mentorship, and professional development leaders will result in greater satisfaction in employees and stronger organizations. Quite the contrary, in America where workers highly esteem independence and self-accomplishment, transformational leadership involves their groups in creative

expression, career development, and work flexibility. The analysis of all three contexts has shown a unanimous result that employee engagement is a mediating factor between transformational leadership and organizational success. This results in a high competitive advantage within the organization due to more productive, loyal and innovative employees that have a low turnover.

2.1.4 Difficulties with Practicing Transformational Leadership.

However, there are a few practical and cultural issues in implementing such kind of leadership across the world. As an example, leaders who have to work in culturally diverse and dynamic settings face the challenge of balancing the expectations, values, and norms of decision-making of various stakeholders that are conflicting. In Pakistan, as an illustration, participative and empowerment-based styles are usually opposed in the organizations, which are conventionally run in a top-to-bottom fashion. As an example, individuals have always lacked questions to the hierarchical authority, or expressed an opinion that was in contrast to that voiced by a superior since it was regarded as being disrespectful. Therefore, transformational leaders working in Pakistan will have to use cultural intelligence that would involve taking a hybrid approach- participative style in the context of hierarchical arrangements. In the UAE, the leadership faces other complications, which are caused by the multinational character of the workforce. The Asian, European, and African expatriates introduce diversity, and thus, this may cause miscommunication, difference in work ethics and conflict of values. Leaders will be forced to be emphatic, flexible, and direct communicators in handling such situations. Moreover, the UAE leaders

should pay attention to religious and regulatory constraints associated with the Islamic principles and address them carefully, ensuring their acceptance and promoting modernity and openness. Al-Suwaidi et al. (2021) say that individualism can make the people of a country creative and stronger, but will lead to dysfunctional teams. This means that transformational leaders will be forced to balance between the individual personal freedom and collective organizational goals. Moreover, the extremely competitive character of the industries within the U.S leads to the culture of winner takes all. This scenario puts pressure on leaders to deliver unceasing innovation with mounting demands of morality and worker well-being. These concerns imply the need to adopt culturally adaptive approaches to leadership that reacts to transformational behaviors depending on social, economic, and cultural specifics. The effectiveness of leadership does not rely on personality and universal behaviors but rather on how the leader can contextualize his/her style to the environment he/she is in.

2.2 Significance of Research

It is also quite applicable in filling certain gaps in the current cross-cultural leadership literature. The majority of the previous studies on transformational leadership have been carried out in Western settings and in most cases has assumed that the fundamental principles of the theory are applicable in all cultural environments. However, South Asian and Middle Eastern empirical evidence is terribly wanting. This study tries to give a cross cultural insight of cultural contingencies that influence transformational leadership effectiveness through analyzing leadership practices in Pakistan, UAE and USA.

These results will assist organizations, in this case, MNCs, to formulate leadership development programs that are culturally-based. As an example, in Pakistan, the leadership training could be directed at developing trust in the hierarchies, as well as participative management. In the case of the UAE, cultural intelligence and intercultural communication can be a subject of the training module, and the leaders will be trained to handle diverse teams. To strike a balance between high performance and well-being and ethical responsibility, leadership development in the USA can focus on emotional intelligence and sustainable innovation.

2.3 Global Leadership and Organizational Challenges

The global environment presents a group of cultural, regulatory and economic challenges to an organization operating in a global environment. The three contexts that are taken into consideration have various challenges that influence the leadership behavior and organizational effectiveness.

Pakistan is a very collective country in its cultural attitudes whereby community and family interest is mostly taken before the individual interests. This promotes obedience and unity at the expense of personal initiative and critical analysis power crucial in transformational leadership (Hofstede, 1991; House et al., 2004). Moreover, the involvement of women in the working force is not facilitated by traditional gender roles and socio-economic status in most aspects, and this limits diversity in leadership. Leaders must be responsive to such complexities by introducing flexibility in work policies, mentoring programs, as well as empowerment programs (Syed, 2008; de Oliveir

Carvalho, 2020).

The UAE, on the other hand, is confronted with a series of other issues. Although multicultural workforce of the country is a great source of innovation, it also requires that the leaders to cope with the linguistic diversity, the differences in ethical expectations, as well as possible cultural misunderstanding. Leadership in such an environment requires cultural empathy and flexibility with great skills in conflict-resolution. Moreover, the legal regulations that govern the UAE as the results of the Islamic principles and the governance of the state require that the organizations remain highly adherent to the labor and ethical regulations. Transformational leaders should thus be able to strike a balance between performance-oriented practices and compliance to cultural and legal demands to prevent reputational or operational risks.

The organizations in the United States have a highly competitive and innovative market. The leadership status of such corporations as Amazon, Apple, and Tesla testify to the entrepreneurial and technological potential of the country. Nevertheless, it also implies unstoppable pressure to continuously change, to have a short product cycle and to compel sustainable leadership frameworks. Du et al. (2023) claim that the American corporate ethos rewards speed, data-driven decision-making, and entrepreneurial mind-but at the expense of an increasing number of employees getting stressed and burned out. To top it all, the demands of CSR, diversity and sustainability that are emerging in society add more layers of complexity on the leaders. This leads to the conclusion that the contemporary American leaders must have the features of the transformational leadership

that goes beyond the monetary achievements by promoting the ethical standards, the inclusiveness, and the impact across the society.

2.3.1 Diversity, Inclusion and Equity Leadership.

One such theme in all these contexts is the demand of diversity and inclusion in leadership. Transformational leaders are also in a better placed to promote equity through the empowerment of marginalized voices and cultures of belonging.

Gender differences continue to be one of the most in Pakistan as one of the most ardent obstacles to inclusive leadership. In many cases, societal standards limit the opportunities of women to take up leadership roles and engage in other activities and especially in the conservative sectors such as manufacturing and finance. Mentorship programs, leadership pipelines, and flexible work arrangements are now becoming the solutions to these issues that progressive organizations are beginning to offer. Transformational leaders demonstrate examples of inclusiveness, battling prejudices, and developing psychological safety so that everyone can contribute as an employee.

Since the UAE labor force is inherently diverse, it is time to go beyond tokenism in the country. Inclusion requires the systems that embrace and appreciate the contribution of every culture. Some of the avenues that are being integrated by organizations in an endeavor to create unity include language training programs, intercultural workshops and cultural diversity celebrations. The transformational leaders in the UAE must, therefore, be capable of developing a common cultural narrative that goes beyond ethnicity and

nationality. The debate in the USA has moved to a representative to an equity and systemic change debate. Transformational leaders will be required to be authentic, morally courageous, and change-oriented by countering unconscious bias, recruiting inclusively, and integrating diversity into corporate strategy. In commenting on the topic, Smith and Jones (2023) observe that to leaders in the U.S. DandI is not so much a matter of compliance but a tactical benefit in ushering in innovation and organizational performance.

2.4 Research Questions

What are the implications of transformational leadership principles on effectiveness of senior management in culturally diverse areas including Pakistan, the UAE and the USA?

What are the cultural, economic and organizational dimensions that influence the perception, adaptation and use of transformational leadership practices by the senior managers in these areas?

What are the ways to combine transformational leadership with cross-cultural adaptability to improve the organizational performance of global organizations, where they operate in Pakistan, UAE, and USA?

CHAPTER 3: RESEARCH AIM AND OBJECTIVES

The ultimate research goal is to establish a theoretical construct of the context of the perception, development, and execution of the transformational leadership competencies within various cultural and organizational settings.

The findings of the study are likely to be relevant to senior managers, organizational leaders, as well as, policymakers by giving them practical information on how leadership development is achieved amidst distinct cultural and organizational settings. They will also assist the education system and training organizations to come up with curricula which are aimed at equipping today and tomorrow leaders with the skills required to succeed in a globalizing world.

These results will be attained by the following objectives of the study:

- To conduct a further analysis of transformational leadership concepts and how they apply in the top management level in Pakistan, UAE and the USA.
- This is aimed to examine cultural, economical, and organizational influences that shape perceptions and use of transformational leadership skills in these areas.
- To get insights into the challenges that are experienced by older managers when implementing transformational leadership practice within a culturally diverse and dynamic environment.
- To examine the current practices in the industry and scholarly literature on

transformational leadership that could be used in global organizations with their operational presence in Pakistan, the UAE, and the USA.

- To come up with a conceptual framework that combines the transformational leadership skills and cross-cultural adaptability and organizational effectiveness.

CHAPTER 4

4.1 Literature Review Objectives

4.1.1 Introduction

Transformational Leadership and Organizational Success.

Leadership is a major factor in determining organizational success, and transformational leadership has over the years come out as one of the most appropriate methods of developing vision, motivation, and empowerment in organizations. The existing literature demonstrates the fact that transformational leaders do not only encourage employees to attain exceptional performance but also enable the development of resilience in organizational cultures through their ability to adjust to fast technological and social transformations. According to the findings, 65.5% of the global business leaders are adopting transformational styles in the face of complexities that come with the integration of AI and organizational transformation. Globalization has changed the business environment and leadership practices must be adjusted to various cultural, organizational and economic environments.

Transformation Leadership and Cultural differences in its practices.

In this research, a deliberate selection of Pakistan, the UAE, and the USA has been made based on the tremendous cultural, organizational, and economic difference in every environment. In this regard, every nation embodies different degrees of collectivism, individualism and power distance and cultural diversity and therefore offers a new angle

to examine practices that are associated with transformational leadership. Pakistan is a collectivist nation, which is hierarchical in nature, and its leadership culture is a mishmash of traditional values and the forces of modernity. As depicted by Mansoor et al. (2022), recent reports indicate that Pakistani organizations are fast adopting hybrid forms of leadership that combine the traditional values with more recent transformational leadership styles. In Pakistan, the senior managers tend to work on a paternalistic style of leadership that is determined by the cultural requirement of loyalty, respect of authority, and group unity. Nevertheless, with the course of globalization and changes in technology, collaborative and innovation-based leadership practices are slowly taking their place in the corporate space in the country-a distinct blend of the traditional and modern patterns of leadership. On the contrary, UAE is a multicultural hub that has one of the flourishing economies, and as such, it is an invigorating place to study the concepts of leadership. The latest study in the UAE indicates that effective leaders in the country must be able to strike a balance between the traditional values of the Middle East and modern business practices as they lead very diverse organizations.

Like its individualistic spirit and the emphasis on innovation, the USA offers the other opposing paradigm where the transformational leadership flourishes. The 2024 American leadership trends suggested by Forbes focus on the adaptive leadership, emotional intelligence, and technology literacy. The USA senior managers are usually praised since they enable workers to be innovative and pursue entrepreneurial prosperity. The culture of low power distance in the USA promotes transformational leadership approaches whereby transformational leaders place a lot of emphasis on egalitarianism and

intellectual engagement amongst employees. Research in cross cultural studies has been able to find recent trends in the varying ways these cultural dimensions are changing due to global technological and social developments of the past few years.

A different critical cultural dimension that influences the practice of leadership is the difference between individualism and collectivism. True to form, collectivist societies such as Pakistan lay much emphasis on relationships and group cohesion as they strive to achieve community-related objectives. The transformational leadership in these situations entails accumulation of trust, teamwork, and a common vision among all the employees. The modern studies have revealed that successful leaders in collective cultures are adopting hybrid strategies that would help to retain the traditional values and modernize the practices of management. On the contrary, transformational leadership styles that promote innovation, personal expression, and goal achievement through personal effort are supported by the individualistic culture of the USA. The UAE is a compromise because of its combination of both common values and global involvement aspect and leaders of the country must be adaptable and culturally savvy to manage diversity on the teams.

Technological Assessment and the evolving Character of Transformational Leadership.

This research will be important in that it will fill the gaps in the understanding and practice of the field of transformational leadership. Despite the fact that leadership theories are inclined to presuppose the universal principles, the cultural and organizational

peculiarities condition the process of applying them. This study, besides telling how transformational leadership manifests itself in Pakistan, the UAE, and the USA, provides a lot of highly practical lessons that can be applied by world leaders who want to work effectively in any kind of environment. The framework evolved during the current research can be used to understand the mechanism of cultural impact on leadership efficiency as well as introduce valuable insights to the process of building global leadership skills.

Transformational leadership landscape is in its fast evolution phase especially due to the development in technology and dynamics of the work place. According to a recent study by McKinsey, the latest AI technology is redesigning the way leaders work and build their teams centrally across different cultural settings. This technological revolution is an issue which brings challenges and opportunities to transformational leaders in Pakistan, the UAE, and the USA.

The use of AI and hi-tech in leadership practice is becoming more prominent in the United States. Forbes studies demonstrate that AI is not just a tool anymore, it is developed as a partner in leadership. It believes that this necessitates the transformation of new skills on the part of the transformational leaders regarding how to handle technology without losing the human interconnectivity and emotional intelligence. In terms of intellectual stimulation and customized attention, AI-based analytics are enhancing the way leaders of the US respond to and comprehend the requirements of individual employees.

The UAE has already become a leader in combining traditional leadership principles with

technological innovations. According to recent studies, to circumvent cultural barriers, transformational leaders in the UAE are relying on digital platforms and AI tools to enhance their capacity to communicate with their culturally diverse teams. This has evidently enabled the UAE leaders to be culturally responsive as they expand their influence in their global operations. The digital transformation efforts of the country have already led to an original blueprint of technology supported transformational leadership that balances innovation with culture.

Comparatively, technological tools in leadership practices have been adopted in Pakistan less but consistently. The recent research presents an image of greater use of online tools by the Pakistani organizations to enhance the performance of their leaders without losing the traditional relationships approach. This model has proved to be very useful in ensuring cultural integration as well as redefining leadership practices.

4.1.1.1 Hybrid Leadership Development

Recent studies conducted by Training Industry (2024) highlight how development of leadership is now shifting towards hybrid learning models that would incorporate the traditional classroom-based training with AI-driven data ingested learning platforms. This combination strategy acknowledges the fact that to be an effective leader in the 21st century, one must not just possess a piece of theoretical knowledge-he must engage in constant learning, personalization, and flexibility. Organizations are designing leadership programs that are individual learning style-performance metrics-career-path oriented by integrating traditional mentorship with experiential learning with artificial intelligence

(AI) and online simulations. The hybrid leadership development is especially essential in multicultural settings where both technical skills such as data literacy, digital transformation, and strategic analytics as well as cultural ones such as empathy, communication sensitivity, and global awareness can be merged. With the help of AI-powered feedback systems, leaders will be able to get a useful real-time information on their leadership behaviors and their perceptions in different teams. This individualized growth enables transformational leaders to enhance their ability to be self-aware, reflect morally, and culturally-important characteristics that support effective leadership in the complex and cross-border settings.

4.1.1.2 Data-Driven Decision Making

Data analytics and AI-driven strategy, decision-making, and people management insights are becoming significant factors in the contemporary transformational leadership. Whereas in the olden days the focus of transformational leadership was on intuition, vision, and human connect, the contemporary leader shall be expected to introduce balance between technological intelligence and emotional intelligence. Predictive analytics and big data allow leaders to have better decisions on workforce planning, performance assessment, and organizational innovation. What makes them stand out of a data-driven manager, though, is the capability to process data in a humanistic way: empathy, justice, and moral responsibility when creating impact with technology. The human-in-the-loop model ensures that decisions are values-based and cultural sensitive. Only in such a multicultural setting of Pakistan, the UAE, and the USA, leaders who can

combine data insights with interpersonal insights become significantly more successful; they can apply objective analysis along with contextual interpretation to the data and develop culturally-suited and people-focused content.

4.1.1.3 Cultural Intelligence Enhancement

The emergence of virtual teams and inter-country work has caused a significant increase in the importance of Cultural Intelligence as one of the core competencies of the transformational leader. Ahmad and Bashir (2022) emphasized say that cultural intelligence defines how a leader can comprehend, respect and successfully interact with individuals of other cultural orientations. Because organizations are currently working across continents and have multicultural teams working at them, leaders would be forced to constantly modify their channels of communications, motivational tools, and conflict-resolution patterns to meet different cultural demands. Being used to support leaders, engaging AI-based assessment tools, virtual simulations, and cross-cultural learning platforms where leaders are immersed in multicultural situations are all technologies that are being used by many organizations today. This is where technology assists leaders with active communication, empathy and problem solving in the simulated environment which resembles the complexities of the real world. High cultural intelligence transformational leaders are capable of promoting a lot more inclusiveness, reduced intercultural conflict and a stronger team cohesion. In the settings like the UAE where most of the employees are expatriates, leadership is not a choice to improve CQ but a need. Through CQ based training, an organization invests in leaders who would ultimately develop trust,

engagement, and cross-border innovation in order to make sure that the scope of leadership performance does not end at the cultural borders.

4.1.1.4 Sustainable Leadership Practices

The contemporary business world is demanding more and more leaders who are capable of striking a compromise between innovation and technology and ecological and social responsibility. The elements of transformational leadership in the contemporary organization have also been redefined through the incorporation of the principles of ESG in the organizational strategy. In addition to inspiring and innovating, the transformational leaders are today required not only to become the champions of sustainability but also to act as a steward in the organization so that the growth of the organization does not come at the expense of ethical and ecological integrity. Sustainable leadership involves being sure that there is a balance between the pursuit of efficiency and profit and the long-term aspects of society and ecology. As an example, the leaders of global organizations are introducing renewable energy initiatives, ethics-driven supply management, and inclusive practices into the workplace as part and parcel of their program. This necessitates, in the multicultural environments, awareness of environmental issues locally and social needs. Therefore, green urbanism would be the key element of sustainability in the UAE, whereas social equity and community development would play a significant role in Pakistan. Corporate sustainability in the United States tends to blend with the green technology innovations, and the culture of responsibility to the stakeholders. The fact that sustainability is the central theme in the vision of the transformational leaders maintains

a culture of purposional leadership-where employees work on global causes but achieve organizational objectives. The congruency of the ethical leadership, cultural respectfulness, and sustainability will enhance the reputation and trust of stakeholders as well as enhance the long-term robustness of organizations.

4.2 Transformational Leadership Theory

The Transformational Leadership Theory, which was formulated in 1978 by Burns and further developed in the 1985 by Bass, turned out to be a paradigm shift in the study and conceptualization of the dynamics of leadership. Burns originally defined transformational leadership as the process in which both the leader and the followers are involved in the ensuing uplifting and motivating each other to achieve greater heights. In this way, this leadership style does not have a selfish-interest outlook, but instead a shared values and long-term goals. Bass continues the analysis of Burns and defines four significant elements of transformational leadership such as idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. Idealized influence is defined as an ability of the leaders to act as role models who get trusted and respected by the followers.

4.3 Cultural Dimensions Theory

The Cultural Dimensions Theory by Hofstede (1980) is the general backbone on which the majority of the knowledge regarding the effects of cultural differences on organizational behavior and the management practices is founded. In the course of

extensive multinationals research, Hofstede came up with six dimensions under which cultures diverge: power distance, individualism versus collectivism, masculinity versus femininity, uncertainty avoidance, long-term versus short term orientation, and indulgence versus restraint. Power distance is associated with the degree to which weaker people in a given society embrace and tolerate inequity in power distribution. Hierarchical authority has been acknowledged in high power distance cultures, and leaders are supposed to exercise authority and control. On the other hand, low power distance cultures base on egalitarianism and participative decisions. Individualism and collectivism examine whether the society is centered on an individual or a group.

4.4 GLOBE Study on Cultural Leadership

GLOBE (Global Leadership and Organizational Behavior Effectiveness) study by House et al. (2004) is an extensive research project that attempts to explore the interaction between the culture and leadership in the world. The GLOBE study, which covers more than 60 countries, is based on the cultural dimensions of Hofstede but introduces nine cultural dimensions directly related to leadership, namely: performance orientation, assertiveness, future orientation, humane orientation, institutional collectivism, ingroup collectivism, gender egalitarianism, power distance, and uncertainty avoidance.

4.5 Leader-Member Exchange (LMX) Theory

LMX theory developed by Alqatawenh (2022) is aimed at the interaction between leaders and their subordinates. The LMX theory, unlike the traditional theories of leadership, in

which leaders and followers are viewed as homogenous, focuses on the fact that there are differences in leader-follower relations even within the same organization. It presupposes that the leaders possess varying connections with both subordinates; they are classified into ingroup and outgroup relationships. Mutual trust, respect and high degree of support characterize ingroup relations. Such staff members are also likely to receive additional resources and opportunities and mentorship because of which they note high job satisfaction and performance. In contrast, outgroup relationships are less transactional and have few interactions and support. The result of this is low commitment and engagement. In the LMX theory, the quality of exchange in the interactions contributes to transformational results observed in increased innovation, job satisfaction, and organizational commitment (Graen and Uhl-Bien, 1995). One of the most crucial issues about LMX theory is its focus on building relationships and fairness. The leaders are therefore encouraged to create quality interactions with all the subordinates to prevent the perception of favoritism and unfairness. LMX dynamics are affected by cultural contexts. The collectivist cultures may have the in-group relationships outside the workplace with the personal bond and duties.

4.6 Theoretical Framework

The concept of transformational leadership has come to form part of the best management practices in different cultural settings, particularly in different settings such as Pakistan, United Arab Emirates (UAE) and the United States of America (USA). The focus of this leadership style is the capacity to inspire and motivate workers to realize some

extraordinary results that are not limited to themselves, interests. The theoretical model that informs transformational leadership has various theories that give an insight into how it is applied in senior management in these countries. In this analysis, the discussion will consider the Transformational Leadership Theory and Cultural Dimensions Theory, and Leader Member Exchange (LMX) Theory based on its relevance to transformational leadership skills in senior management. Burns had made a distinction between the two techniques of leadership transactional and transformational, transactional leaders are interested in exchanges and reward to compliance and transformational leaders are interested in working with followers to uplift motivations and moral standards (Burns, 1978). Bass continued this theory and came up with four main elements of transformational leadership, which include idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration (Bass, 1985). In a country such as Pakistan, where power distance is high, employees can desire clear instructions of their leaders. Transformational leaders can handle this expectation by showing a good idealized influence as well as by allowing the followers to contribute in order to create a sense of ownership in decision making processes. This mix of power and team work is the key to having a self-engaged employee workforce. The low power distance culture of the USA means that employees would tend to question the authority and would demand to be involved in the decision, making process. Transformational leaders also have an opportunity to succeed in this type of environment by focusing on intellectual stimulation and promoting free communication among the team members. Organizations can tap into the intelligence of the workforce by establishing a culture of innovativeness in which

different viewpoints are welcomed and appreciated. The multicultural environment of the UAE requires the knowledge of the interaction of various cultural dimensions in companies. Transformational leaders should be capable of identifying different degrees of individualism or collectivism within a team of employees. Leaders can promote teamwork and performance by creating a cultural-focused environment that honors cultural diversity and, at the same time, motivates an environment that shares objectives in their multicultural teams. The GLOBE Study on Cultural Leadership builds on the contribution of Hofstede by looking at the impact of cultural values on leadership practices in various societies (House et al., 2004). Leaders are sensitive and understanding of personal needs of their employees; therefore, they are more prone to accumulating loyalty and commitment among the employees. Leader, Member Exchange (LMX) Theory also enriches us about transformational leadership by laying emphasis on the quality of relationships between the leaders and followers (Dansereau et al., 1975). According to LMX, leadership competence is based on the quality of interaction between leaders and subordinates. When leaders spend time building quality relations with all the members of their team, they are likely to realize individualized consideration. This creates an atmosphere of trust and cooperation. In the highly hierarchical nature of organizations in Pakistan, LMX theory indicates a significant role in establishing good relationships with the lower level workers who might be feeling out of the decision-making process. The transformational leaders who focus on the strength of relationships will improve the involvement of employees because all the voices of the organization will be heard. Elaborating on the aspect of highly competitive business environment in the United

States, the high quality LMX relationships are critical in ensuring that performance drives remain in focus. These synergized theories, applied, will empower senior managers in Pakistan, UAE, and the USA to gain viable transformational leadership skills that, not only appeal to their pertinent cultural backgrounds but also harness any positive change within organizations.

4.7 Transformational Leadership and its Importance in Business Environment

Due to its high influence on the performance and innovation of any organization, transformational leadership has gained popularity among the academic circles as well as in the real-life context. It can be described as a style of leadership that also has the capability of inspiring and motivating followers to transcend their own self-interests in the best interest of the organization and consequently to bring about high performance and creativity. The factors of transformational leadership-idealized influence, inspirational motivation, intellectual stimulation, individualized consideration give the outline on the way this type of leadership style works most effectively in various environments.

4.8 Transformational Leadership Definition and Components

Transformational leadership is a form of leadership that seeks to maximize the motivations, morals and the objectives of both the leaders and the followers. It consists of four fundamental components that are in sync with enhancing the capacity of the leader to motivate and involve his or her followers:

4.8.1 Idealized Influence: It refers to the role model influence of a leader to his subjects. Transformational leaders demonstrate high levels of ethical behavior, integrity and adherence to their values and win the respect and trust of the team members (Bass, 1985). As the transformational leaders demonstrate those traits, which they wish to observe in people, they ultimately provide the environment, in which the workers will desire to copy them. Any organizational culture that shares common values in line with the mission of the organization highly depends on idealized influence.

4.8.2 Inspirational Motivation: Transformational leaders pass a clear vision that is inspiring to the followers to achieve the group goals; Bass and Riggio, 2006. They are optimistic about the future and make the members of the team excited and enthusiastic by demonstrating to them the significance of playing a part in a larger scheme. Inspirational motivation enables workers to see past their work and value the fact that their job will help towards the bigger organization agenda. It is part and parcel of team building since it assists in the unification towards achieving a common goal.

4.8.3 Intellectual Stimulation: Transformational leaders provoke creativity in their thought and approach to problems by their followers by questioning the status quo ideas and promoting innovative solution-seeking (Northouse, 2018). They make them feel comfortable in the environment whereby team members are not afraid of expressing their ideas and taking risks without being sent home. The intellectual stimulation also allows the employees to venture into new possibilities and develop solutions that can make the organization successful.

4.8.4 Individualized consideration: It is the consideration, which involves special attention and mentorship to the individual team members. As outlined by Hoch et al. (2022), the transformational leader takes time with the followers in order to understand their strengths and weaknesses, as well as, various needs. The leaders make sure that there is more involvement and motivation of the employees by rewarding the individual contribution and providing relevant feedback. Individualized consideration creates the belongingness phenomenon amongst team members, which is a significant point of establishing good relations within an organization.

4.9 Cross-Cultural Comparison

Transformational leadership principles are universal principles that can be applied in different cultural backgrounds and organizations.

4.9.1 The Signs of the Effect of Transformational Leadership on Organizational Performance and Innovation

Countless researches have shown that transformational leadership has a beneficial effect on organizational performance and innovation. Studies have always indicated that employee satisfaction is more in organizations that are led by transformational leaders.

4.9.2 Leadership Practices and the Cultural Context

The dimensions of culture are critical factors in determining the leadership practices used by various societies and the way the leaders approach their followers and adopt strategies in organizations. The dimensions are crucial to successful leadership, especially in a

culturally diverse setting like in Pakistan, the United Arab Emirates (UAE), or the United States of America (USA).

4.9.2.1 The contribution of Culture Dimensions to Leadership Practices.

Cultural dimensions are those values and norms that define a society and affect the behavior of that society. The framework of Geert Hofstede is one of the most recognized models of cultural differences and some major dimensions are discovered that influence leadership practices (Hofstede, 1980).

4.9.2.2 Power Distance: This dimension refers to the degree to which other members of the society who are less powerful bow down to the more powerful ones. High-power distance is a characteristic of a culture in which hierarchical systems are common, subordination is widespread and authority is commonly concentrated. In these cultures, leaders can have an authoritarian approach, and make decisions independently and demand subordinates to follow them (Cuhadar and Rudnak, 2022).

4.9.2.3. Individualism and Collectivism: The dimension differentiates between the societies where the focus lies on the personal success and independence (individualistic cultures) and the ones in which the state of harmony within the group and shared objectives is prioritized.

4.9.2.4 Uncertainty Avoidance: This dimension is an indicator of how individuals in a culture are threatened by uncertain situations and how they alleviate them by guaranteeing adherence to rules and regulations.

4.10 Cultural Comparison between Pakistan, UAE, and the USA.

4.10.1 Leadership in Pakistan: Leading the Traditional and Modernization.

Pakistan is a country that has high power distance and collectivism. The Pakistani society is hierarchical and, therefore, authority is honored and usually not questioned. The traditional method of leadership practices is mostly practiced in the ideology of high-power distance and collectivism as is the case in Pakistan. But; in the light of globalization taking control of local markets; there is growing need of leaders who are capable of juggling between traditional values and modern business operation.

4.10.2 United Arab Emirates Leadership Practices: Multiculturalism and Global Influences.

The combination of conservative values and the contemporary business is a distinct feature of the UAE as the country rapidly develops economically and hires a multicultural team of employees. Power distance in the country is moderate: the country has hierarchical structures but also there is a growing focus on egalitarianism at the workplace (Mellahi et al., 2016).

4.10.3 Leadership Trends of the United States of America: The focus on Innovation and Autonomy.

The cultural values of power distance and individualism in the USA are low. Employees in American workplaces are accustomed to interact directly with their leaders; therefore, the participative leadership styles are common (Judge and Piccolo, 2004). It is advised

that leaders should promote autonomy within the team members and ensure innovation is encouraged through empowerment. Contrastingly; the American trends involve devices of autonomy coupled with innovativeness that is the essence of low power distance coupled with individualistic cultural values enshrined in the very fabric of society that promotes participatory decision-making activities in which employees feel empowered to present their ideas without fear of repercussions to an opposing opinion that is aired openly through the regular discussions involving employees of all ranks that take place in the society.

4.11 Current Research on Transformational Leadership in Pakistan, UAE, and the USA

Recent studies of transformational leadership in Pakistan, the United Arab Emirates (UAE), and the United States of America (USA) have brought to light much information about the importance of cultural contexts in leadership practice and organizational performance.

4.11.1 Transformational Leadership in Pakistan.

The studies conducted on the transformational leadership in Pakistan have shown that it is positively related to the organizational culture as well as a propensity to innovations.

4.11.2 Transformational Leadership in the UAE

Transformational leadership in the UAE, studies have been conducted on how transformational leadership can be utilized to improve the quality of services in institutions of higher education.

4.11.3 Transformational Leadership in the USA.

Transformational leadership has been researched widely in the USA in different fields, paying much attention to the contribution to the innovative process and the engagement of employees.

4.12 Unique Management Styles and Cultural Challenges Analysis.

The styles of management that dominate in Pakistan, UAE, and USA are the manifestation of their cultures which were formed under the influence of various historical, social, and economic factors. High power distance in Pakistan has an impact on the management of the country, which is more hierarchical with authority and is usually respected and unquestioned (Hofstede Insights, 2021).

4.13 Detection of The Similarities and Differences in The Application of Transformational Leadership in The Three Countries.

Although leadership practice in Pakistan, UAE, and USA is affected by cultural differences; there exist significant similarities and differences in the way in which transformational leadership is practiced in each of these setting.

4.13.1 Commonalities

4.13.1.1 Emphasize on Employee Engagement

In all three countries; studies have shown that transformational leadership leads to better employee engagement that results into commitment in achieving organizational objectives and also increasing the level of job satisfaction (Wang et al., 2011; Avolio et al., 2023).

4.13.1.2 Innovation Promotion: Transformational leaders are considered to be able to promote innovation by intellectually stimulating their followers to be creative solutions to their problems without regard to cultural backgrounds (Dirani et al., 2020).

4.13.1.3 Focus on Visionary Leadership: In every region; successful transformational leaders can communicate effective visions that resonate with followers to match individual goals with overall organizational goals (Mellahi et al., 2016; Judge and Piccolo, 2004).

4.13.2 Differences:

4.13.2.1 Cultural Adaptation: Whereas all three states appreciate the essence of transformational leadership, leaders in Pakistan might find it harder to strike a balance between the traditional hierarchical framework and the modern-day ones than their counterparts in UAE or USA where the latter possess low power distance and, therefore, can adopt a less authoritative approach (Hofstede Insights, 2021).

4.13.2.2 Individualism vs Collectivism: In a culture that places importance on individualism such as the USA; transformational leaders are focused on individual initiatives but countries that follow the collectivism culture such as Pakistan prioritize group harmony affecting the manner leaders inspire followers towards achievement of the common goal (Iqbal et al., 2015; Hofstede Insights, 2021).

4.13.2.3 Multicultural Dynamics: The uniqueness of the multicultural environment of UAE demands the sensitivity of various cultural norms that demand the transformational leaders working in this area to be particularly sensitive to navigate such complexities unlike more homogenous environments elsewhere, like some areas in Pakistan or various industries in America (Mellahi et al., 2016).

4.14 Literature and Criticism Gaps

Transformational leadership is one of the areas that have received much focus in the recent years especially with organizations increasingly operating in various cultural settings. Nonetheless, there are still significant gaps in the existing literature on the cross-cultural use of the transformational leadership concept, especially in such areas like South Asia and the Middle East as opposed to the Western ones. These gaps will be discussed in the analysis of the research that is still limited in certain areas, as the role of senior management in changing leadership styles to fit cultural nuances has not been given enough attention, there are also research shortcomings in the current studies and also heated spots in the literature.

4.14.1 Small South Asian and Middle Eastern Studies Educations as compared to West Educations

Among the greatest gaps in the literature, the scarcity of the research on transformational leadership in South Asian and Middle Eastern settings compared to the abundance of research carried out in western countries deserves to be mentioned. Although the subject of transformational leadership has been extensively researched in the USA and Europe, other areas of the world such as Pakistan and UAE have not been studied in the same way.

4.14.2 Lack of attention to the role of Senior Management in Leadership Adaptation to the Cultural Subtleties

The other gap in the literature that is also critical is the lack of emphasis on the role of top management in modifying the aspects of transformational leadership styles to suit cultural specifics. Although numerous researches emphasize the significance of transformational leadership behaviors, most of them ignore the fact that senior leaders can easily adapt their styles to the unique needs of their organizations depending on their cultural backgrounds.

4.14.3 Study Limitations and Study Methodologies

Numerous current studies on transformational leadership have methodological limitations which discourage their validity and generalization. One of the problems is the use of self-reported questionnaires on leader effectiveness and employee performance. Self-reporting has the potential to lead to bias whereby individuals will over rate their strengths or underestimate challenges they expose themselves to in their organizations (Judge and

Piccolo, 2004).

4.15 Controversy or Conflicting point of view in the literature

The literature on transformational leadership also has a number of controversial areas or conflicting views that should be explored further. Among the controversial points is the question of whether the transformational leadership behaviors can be universal or they need to be adjusted according to the local norms and values (ElKordy, 2021).

4.16 Summary of the Literature Review

4.16.1 Overview

Leadership is an important element that defines the organizational success not in terms of productivity, but also organizational culture and vision. Transformational leadership is one of the most recognizable and the most successful leadership styles.

Transformational leadership theory, which has its premises in the works of Burns (1978) and extended by Bass (1985) is based on the fact that the relationship between leaders and followers is not a mere transactional exchange but rather focused on offering inspiration and empowerment to the employees to give them more than they could have imagined. Burns (1978) was not slow to point out that transformational leaders do so in order to make their followers aim beyond their selfish needs to the benefit of their organization and the larger community. Bass (1985) restated that transformational leadership has four elements which include idealized influence, intellectual stimulation, inspirational motivation as well as individualized consideration. Bass argues that these factors play a

critical role in the process of establishing an emotional relation or bond between the leader and the followers thereby creating commitment, trust and arousing innovative thoughts.

The same line of inquiry and similar cultural dimensions were followed in an exploration of leadership in 62 societies referred to as the GLOBE Study. In this research, it was discovered that high-power distance societies support a directive, hierarchical leadership style of the leader, and societies with low power distance prefer to support a participative, egalitarian leadership style. Another research conducted by GLOBE Study was on the importance of cultural intelligence as a leader in the globalized world and how as a leader the style of leadership needed to adapt to the cultural expectations of the followers (House et al., 2004). Such results have significant implications to transformational leadership, as the key elements of transformational leadership must be modified according to the cultural values and norms to be efficient.

Transformational leadership is practiced in Pakistani culture which is collectivist and emphasizes loyalty, respect towards authority, and interpersonal harmony. Shafi et al. (2023) state that in Pakistan, the organizational culture and societal expectations are more prone to play the role of a mediator toward transformational leadership. The styles of leading that are more prominent in a collectivist society are those that are concerned with good interpersonal relationships and unity. Managers of large Pakistani enterprises tend to use a more paternalistic style of managing people where they incorporate the features of transformational leadership like individualized consideration and inspirational motivation with the traditional value of hierarchy and power.

In the UAE, leaders should provide an inclusive environment and at the same time, they should motivate others towards the same purpose. The multicultural human resource in UAE actually requires transformational leadership style which will embrace open communication, creativity and working across cultures.

The USA, the country of individualism and a culture of innovation, gives the context in which the transformational leadership is very visible and is the part of the organizational expectation. Transformational leaders have become a well-known legend in the American workforce, as they are credited with instigating innovation, breaking the status quo, and enabling their staff to take risks and explore other ideas (Northouse, 2021). The USA has a culture that promotes autonomy, creativity, and entrepreneurship, and transformational leadership is the most appropriate to make a change and performance in the knowledge-driven industries (Yukl, 2013).

The USA leaders are supposed to communicate their intellect and personalized attention, stimulating their subordinates to become more critical thinkers and to strive to help the organization reach its strategic goals.

The literature also reveals that cultural intelligence plays a major role in ensuring transformational leadership is effective on multicultural environment such as the UAE. Such leaders will be able to fit in the cultural norms and behaviors of their groups and teams with ease to enable inclusivity and innovations.

Chapter Summary

In this chapter, a profound overview of the most important theories, concepts, and empirical research applied to transformational leadership and its cross-cultural dynamics in Pakistan, the UAE, and the USA has been conducted. It started by defining the theories that underlie the present knowledge of leadership processes namely Transformational Leadership Theory, Cultural Dimensions Theory, the GLOBE Study, and Leader-Member Exchange (LMX) theories that define the interactions between leaders and their followers, as well as the manner in which cultural variables like power distance, collectivism and multiculturalism affect leadership expectations and results. The chapter also looked at the way in which the modern leadership trends, technological achievements, cultural intelligence and the concept of sustainability overlap the transformational leadership practice, yet the contextual dissimilarity between the two is significant. Significantly, the chapter established a number of gaps: the empirical coverage in South Asia and Middle East was scarce, the dynamics of senior management were not well studied, and the research was limited by methods. These gaps are the reasons why the present study is necessary and which inform the theoretical prism according to which the analysis will be conducted. These gaps justify the methodological decisions and the empirical results of the following chapters.

CHAPTER 5

5.1 Methodology

5.1.1 Research Methodology

It is a qualitative research design that will be used in the study to investigate transformational leadership competencies among senior managers in Pakistan, the UAE, and the USA. The selection of the qualitative approach has been informed by the fact that it is appropriate in the acquisition of in-depth information on complicated phenomena like leadership behaviors, cultural factors, and managerial practices. This approach allows qualitatively understanding the process of enactment and adaptation of transformational leadership within the framework of various cultural and organizational settings as it is based on the lived experiences and perceptions of senior managers.

5.1.2 Research Design

The qualitative, exploratory research design is employed in the study to examine the behaviors and beliefs of transformational leadership in the minds of senior managers. The transformational leadership is theorized by the four components that include inspirational motivation, intellectual stimulation, individualized consideration, and idealized influence. The research design is designed to follow the finer details of these components' perception, practice, and adaptation in three culturally different countries, including Pakistan, the UAE and the USA. The design enables comparative analysis of the leadership behaviors and their alignment of objectives and culture of the organization.

5.1.3 Sampling Strategy

The premise of purposive sampling is to sample members who fit certain criteria in respect to the study. The sample is of 15 CEOs/or Senior Managers who have proven to have performed transformational leadership roles in their respective countries with the sample size of five participants per country. The sampling approach will help guarantee that the participants have a lot of experience working in a leadership role and are well-prepared to share valuable information about their leadership practice. The selection criteria would involve at least five years of experience under a top management position, demonstrated skills in leading various teams, and acknowledged at promoting innovation and organizational development. Purposive sampling method will enable the research to target people with the ability to give meaningful information that will support the aims of the research. This paper examines the transformational leadership competencies of senior managers in Pakistan, the UAE and the USA. The research approach, research design, research philosophy, methods of data collection, and the general research methodology are included in the methodology, which is a complete structure in exploring this complex subject.

While the sample size of just five senior managers per country may seem small, it was deemed appropriate for the type of qualitative research (interpretivist) conducted. The aim of the research was to gain an in-depth understanding rather than achieve site statistical generalizability, consistent with qualitative research methodology. All participants were in senior management positions and represented a relatively homogenous group regarding

their strategic responsibilities and leadership exposure. Each national group's interview data reached saturation—no additional themes were identified at the conclusion of the fourth and fifth interviews. Additionally, the cross-cultural comparison design aimed to maximize the richness of analysis across cultural contexts rather than the total number of respondents. In previous cross-cultural leadership studies with elite participants, similar sample sizes have been used effectively.

5.1.4 Research Approach

The research design used in the study is qualitative research, and this is the most suitable method of conducting research on a complex, nuanced phenomenon like leadership. Qualitative studies help understand the subjective experience, perception, and behavior of people in a given cultural and organizational background. This will help the researcher to reveal how senior managers in various countries conceptualize and practice transformational leadership, on a low level. The qualitative approach is beneficial as it allows concentrating on the experience of those involved in the study, thus being able to capture the contextual influences on leadership styles, including the cultural norm, the structure of the organization, and individual values.

5.1.5 Research Design

The study utilizes an exploratory research design, which is best used in research on the areas where the available knowledge is limited or scarce. Transformational leadership has been widely researched in Western environments, and little is known about their

perception and application in different regions of the world including Pakistan and the UAE. The design will allow an open-ended study of the main elements of transformational leadership that is, inspirational motivation, intellectual stimulation, individualized consideration, and idealized influence, and the way these elements are affected by cultural and organizational factors.

5.1.6 Research Philosophy

The research has its theoretical foundation in the interpretivist research philosophy, which focuses on the subjective meaning and experiences of people. The interpretivism theory is especially applicable in the leadership studies as it is sensitive to the notion that leadership practices and perceptions are influenced by social, cultural, and organizational contexts. This philosophy correlates with the goal of the study which is to examine how transformational leadership is practiced and transformational in culturally diverse contexts. The interpretivist approach considers the views of the participants first, which leads to the fact that the findings will be based on the realities of those who are directly engaged in the leadership positions.

5.1.7 Data Collection Method

The methods applied in the study to collect data is semi-structured interviews, which are indeed the most appropriate in qualitative research. It is a way of having us a direct route to pursue with our key subjects, but it also leaves us with space to explore whatever is the special story or insight that each individual has to offer to the table.

The interview guide has four large area of transformational leadership:

- **Inspirational Motivation:** We consider the process of leaders having a vision that indeed gets people moving in the right direction towards achieving big objectives.
- **Intellectual Activation:** In this section, we explore how leaders turn things upside down, how they stimulate creativity, demand new ideas and challenge old ways.
- **Individualized Consideration:** This section deals with the support that leaders provide to individuals at individual level, the mentorship and the avenue to growth.
- **Idealized Influence:** It examines the way leaders establish the norm by behaving ethically, gaining trust as well as being role models in practice.

The interviewees were discussing 15 senior managers, five per country, who were selected due to their background and expertise in transformational leadership that this study requires. The interviews are conducted either face-to-face, through the internet or by telephone and last approximately an hour to a half. We also tape each discussion with the consent, and transcribe verbatim to be analyzed. The sample size of fifteen senior managers is sufficient and methodologically adequate in this qualitative research. According to Guest et al. (2006), thematic saturation is usually achieved after the initial 12 interviews, and Boddy (2016) insists that 15-20 interviews with experts are enough to give a strong qualitative information. Since the present research is based on senior leaders who have a long history of experience, the richness, depth, and relevance of the data

gathered follow the conventional standards of qualitative research. Also, a sample size of five respondents per country will allow to have a balanced cross-cultural comparison and at the same time, allow making sure that contextual betterments are sufficiently reflected.

5.1.8 Research Method

The study applies qualitative approach and examines the experiences of senior managers and their perceptions towards transformational leadership. The methodology taken by the research is the aim of coming up with a detailed descriptive data to analyze transformational leadership under varied cultural backgrounds.

The method of data analysis employed by the research team is thematic analysis because it assists in identifying, organizing and interpreting patterns of data used in a qualitative research. The process of analysis has five steps that are sequential.

- Familiarization: Glancing through transcripts to have an overview of the data.
- Encoding: The researcher encodes data segments that are significant data and hold prevailing ideas and common trends.
- Theme Development: The researcher unites similar codes in major themes that show the necessary features of transformational leadership.
- Reviewing Themes: The researcher goes through the themes and verifies them to ensure that they represent the data collected in the right manner.
- Comparative Analysis: The research team analyzes the leadership practices in

three countries to identify differences in culture and the impacts of the settings.

5.2 Integration of Cultural and Contextual Factors

The methodology of the research will be culturally sensitive since the participants are of various cultural backgrounds. The researcher examined data by considering the collectivist and hierarchical culture of Pakistan and multicultural workforce and economic growth of the UAE and USA, which is individualistic and innovative in business activities. The cultural aspect applied in the study allows the researcher to deliver findings that not only mirror the particular job settings of the respondents but are also accurate.

5.3 Data Collection

The interview involves the semi-structured interviews with open-ended questions to gather the data. The research process gives elasticity to get comprehensive answers which have certain context. The interview guide will allow the participants to provide the personal experience regarding the transformational leadership and evaluate their answers about particular aspects of leadership. Refer to appendix B. The study explores the following three issues:

- The study examines the way leaders develop inspirational visions that propel their teams to organizational success.
- Leadership is the ability to provide environments where creative thought and innovative solutions are encouraged and traditional ways of doing things are questioned.

- Individualized consideration is where the leaders provide individualized support and mentorship, as well as career development opportunities to the team members.

Ethical leaders who command the trust of their groups become role models to others.

The research team carries out interviews in both face-to-face interviews and virtual interviews using face-to-face meetings and virtual sessions and telephone calls depending on the availability of the participants and location. All the interviews that take between 60 to 90 minutes are audio taped and the research team has ensured audio recordings so that the responses given by the participants are accurately transcribed and recorded. The participants were recruited via professional networks, Linked In outreach and/or referrals by industry peers. The researcher made direct calls to the potential participants, gave them a summary of the study, and distributed the participant informational sheet. Individuals who qualified on inclusion criteria, including minimum five years of senior leadership role, cross-functional working experience, and strategic decision-making experiences, were invited to participate. Participants were informed about the interviews, and the plans were made on the availability of participants, which was done through virtual calls or telephone interviews or even through face-to-face meetings based on the geographical limitations.

5.3.1 Data Analysis

The data collected during the interviews is analyzed through the use of thematic analysis. This technique entails the recognition, sorting, and analysis of the patterns or themes in

the data. There are six steps in the process of analysis:

- Familiarization: The transcribed interviews are carefully examined as a way of understanding the data.
- Coding: The data is divided into sections that are then coded with codes of important concepts or concepts that keep on reoccurring.
- Theme Development: Themes Related codes are subjected to cluster into overarching themes which encapsulate the nature of the responses of the participants.
- Reviewing of Themes: Themes will be reviewed and revised so as to reflect the data in an accurate manner and meet the research objectives.
- Themes: The themes are well defined, with their scope, relevance and relationship to the research questions being clearly stated.
- Comparative Analysis: Themes will be compared among the three countries in order to determine the similarities, differences and cross-cultural variation in transformational leadership practices.

Table 4: Extraction of themes

Interview Excerpt	Initial Code	Sub-theme	Final Theme
“Employees expect direction, but they also want to feel trusted.” (Pakistan)	Balancing authority and trust	Hybrid leadership approach	Structured Leadership in Dynamic Cultures
“With so many nationalities, I adapt my communication constantly.” (UAE)	Cultural adaptability	Cultural intelligence	Human-Centered Leadership
“People expect autonomy and challenge in the US.” (USA)	Employee empowerment	Innovation through autonomy	Empowering Employees for Innovation

5.4 Ethical Considerations

During the study, strict ethical rigor is upheld. The nature of the research, its purposes and implications are fully explained to the participants, who then sign a written consent. The anonymity of the participants and the preservation of confidentiality is ensured by means of the anonymization of the identities of the participants and by the reliable storage of the

data. Respondents will be participating on a voluntary basis and all participants may withdraw at any point without any repercussions. Refer to appendix C.

5.5 Researcher Positionality and Reflexivity

On the basis of an experienced professional with experience leading in a variety of cultural environments, as well as my experience in leading in a variety of cultural contexts, there have been a potential for interpreting and misinterpreting the data during this research due to prior exposure to a variety of leadership styles. As such, there has been a utilization of reflexive methodologies throughout my study to limit this risk, including analytic memos to document the process of coding participant interviews, adhering closely to verbatim participant quotes and systematic coding for identifying themes rather than preconceived ideas, ground cross-cultural comparisons on participant input and the lived experiences of the participants, not based on what is generally regarded as acceptable leadership behavior.

Chapter Summary

The chapter described the methodology that the study was based on. To investigate the phenomenon of transformational leadership by senior managers in Pakistan, the UAE, and USA, a qualitative, interpretivist was used. The main data collection approach was semi-structured interviews that gave the researcher the flexibility to gather rich information and at the same time offered uniformity among the participants since they were purposive. The data was coded, classified, and interpreted using thematic analysis and a six-step research process in order to provide validity, trustworthiness, and adherence to the ethical standards and consider the relevance of cultural, ethical, and contextual factors in the study. On the whole, the methodology offers a solid and sound framework on which the analysis of cross-cultural leadership behaviors is presented in the following chapter in detail.

CHAPTER 6

RESULTS

In this study, the data was collected from 15 employees working in different organizations in USA, Pakistan and UAE. The data collected through the interviews was analyzed using thematic analysis. The thematic analysis provided four useful themes and therefore, the interview questions were then distributed according to the themes. *Refer to Appendix A.*

DEMOGRAPHIC DETAILS

Table 1: Participant Information

Name	Age	Gender	What is your highest level of education	How many years of experience do you have in a leadership role	What is your current job title	How long have you been in your current organization
Participant 1	56	M	BE	26	CEO	26
Participant 2	66	M	MBA	30	CEO	15
Participant 3	59	M	BS	25	VP - IT Infra	2
Participant 4	48	M	MD	27	CEO	9
Participant 5	56	M	BBA	25	Account Executive	15
Participant 6	52	M	Bachelor of Engineering	15	Senior Project Engineer	2

Participant 7	56	M	MBA + MSc Finance	10	CEO	6.5
Participant 8	59	F	BS	10	Vice President	21
Participant 9	55	M	Masters in Electrical Engineering	20	CTO	14
Participant 10	48	M	Chartered Accountant	20	Chief Executive Officer	6
Participant 11	57	M	Chartered Accountant	30	CFO	4
Participant 12	56	M	BS	20	Director Actuarial Department	8
Participant 13	52	M	Bachelor of Engineering	15	Senior Project Engineer	2
Participant 14	59	F	BS	10	Vice President	21
Participant 15	34	M	MBA	8	Head of Marketing	11

6.1 Theme 1: Structured Leadership in Dynamic Cultures

6.1.1 How would you describe the organizational culture of your company?

A senior executive from the USA found the culture of the organization collaborative, innovative, and people-centered. A flat structure facilitates communication with flexibility in decision-making. Employees are encouraged to act autonomously, generate ideas, and improve the way things are done. This type of organization helps generate creativity and excellence, and it is consistent with the tenets of transformational leadership. In the UAE, senior executives observed that the culture is diverse, multi-ethnic, and performance-oriented. It embodies the best of Western productivity and the

values of loyalty and respect for elders in the UAE culture. A transformed leadership style was adopted to galvanize a shared vision with sensitivity to the need for inclusiveness and harmony in the UAE culture. Interviewer 9 is of the view that their organization is characterized by shared beliefs, attitudes, values, and practices that shape the way people work and interact with one another.

Conversely, a senior manager at an organization in Pakistan emphasized “we are a hierarchical organization but one that is changing quickly, with emphasis on agility, digital transformation, and sharing of knowledge.” While the respect for authority is still strong, younger staff members wanting to participate is becoming increasingly commonplace. “There is an emphasis on gaining more participative approaches, with the leadership seeking opinions for improvement.” A senior manager for participant 2 mentioned that their organization “practices a robust innovative culture by asking people to be innovative in their thinking, with people not just reporting problems but reporting what they are doing about solutions.” Additionally, they “take good care of the employees by ensuring good working conditions and good food.” “It is a positive organization that is always inspired with innovative work.”

These results correlate with other literature about differences in leadership among various cultures, such as Hofstede (1980) and House et al. (2004). This innovative culture of collaboration in the USA is consistent with Bass and Riggio's (2006) argument that in low power distance nations, transformational leadership is fostered via emphasis on autonomy and innovation. Conversely, inclusivity in the UAE is consistent with ElKordy's (2021)

literature about the need for cultural intelligence in a multicultural work setting. Lastly, the Pakistani culture that is still very hierarchical but dynamically shifting aligns with Mansoor et al. (2022) about adaptive hybrid approaches to leadership that combine deference for authority with participative creativity. Hence, it can be deduced that the interviews support that cultural factors establish an important role in the application of transformational leadership practices around the world.

6.1.2 How would you describe the corporate culture of your organization, and how has it shaped your leadership approach?

A senior executive at a company in the United States revealed that their firm's innovative and accountable culture had major influences on their personal leadership style. He initially adopted a transformational style of leadership from their originally authoritative style of leadership by concentrating on collective goals, innovative approaches, and developing other team members. A senior executive at a company in the UAE perceives their company's culture as embracing long-term vision, rapid expansion, and collaboration with people from diverse backgrounds. Interviewer 3 mentioned that their company's corporate culture is dynamic, open, team-oriented, and fixed on consumer satisfaction. He altered their leadership style by emphasizing openness, rapid decision-making, empowering their team members, and accepting responsibility while also encouraging flexibility, innovativeness, and alignment of their staff and business goals in a dynamic setting. These opinions are consistent with the notion expounded by authors Northouse in 2021 and Burns in 1978, that is, a company culture directly influences a leader's behavior.

A change from the directive to the more participative leadership style found in the U.S. is attributed to the transformational approach that focuses more on issues like training and development by empowering other people. Results emerging from the UAE study support the GLOBE study by House et al. in 2004 that found leaders who were culturally intelligent by striking a balance between visionary leadership that is accompanied by collectivist values. It is evident that the blended approach found in the Pakistani study is consistent with the observation by Judge and Piccolo in 2004 that suggested that good leadership is often achieved through a combination of both transformational and transactional approaches that provide continuity in times of change.

This context required a leadership style that brought together vision and understanding of the culture. It was important for leaders to adopt transformational approaches like setting up motivational objectives or empowering employees, while ensuring that the culture is inclusive and that the values of the culture are respected. Today, the corporate culture of Pakistan is undergoing a shift from a bureaucratic to a more dynamic work culture, especially in the tech and services sectors. According to the leader, there was a blending of leadership styles, with the transformational elements of motivating innovation and learning, along with the more transactional elements of structuring effectively and using rewards. This would enable the leader to retain control while still promoting the need for change. “Currently, my organization is more hierarchical than my previous organizations,” Participant 8 continued. “They are very big on committees and task forces, so there’s a great need for cross-functional collaboration. That’s the reason that this participant tries to build good relations with everyone below me, as well as keeping

their superiors informed so that there are no surprises.”

6.1.3 How does your organization’s culture influence the way decisions are made at the leadership level?

In the USA, decisions are made through collaboration and data-based approaches that include leadership committees composed of members with various backgrounds in the organization. This type of culture promotes openness in discussion and healthy debate, which then allows transformational leaders to engage other stakeholders in decision-making processes, making it more transparent and evoking a shared responsibility among members of staff. In contrast, the UAE features an organizational culture that is more supportive of consensus-building and diplomacy, especially among diverse-cultural grouping teams. In the UAE, leaders of the organization tend to feature a more transformational-consultative type of approach in the development of their strategies that entice input from various departments of the firm, including respect for diverse cultural considerations

These observations clearly support Hofstede’s power distance principles developed in 1980. Firstly, the more collaborative type of decision-making observed in the USA clearly adheres to low power distance nations that foster trust among their staff by including them in important decision-making exercises. Conversely, the consultative-diplomatic type of decision-making observed in the UAE clearly adheres to the principles of balanced culture observed by Mellahi et al. (2016), who found that inclusiveness must accompany the existence of hierarchy in any organization’s culture.

Additionally, amongst the more participative approaches becoming more established in Pakistani organizations, there is direct support for the proposals established by Ahmad and Bashir (2022), who suggested that in collectivist societies that support transformational forms of leadership, decision-making approaches are increasingly becoming more shared. This accordingly helps to align people and diminish resistance that tends to accompany any change or shift that may occur in various organizations. Historically in Pakistani organizations, decisions tend to emanate from senior leadership, especially where finance or manufacturing industries are involved. Currently, however, transformational leaders of these organizations are trying to alter this state of affairs by establishing task forces for cross-interchange of ideas, platforms for submission of various peoples' ideas, or engaging middle-level leadership personnel in discussions about firm-strategies. This practice is accordingly promoting more staff-based trust, worker engagement, and more open team dynamism. As observed by Participant 2, organization growth clearly influences the type of decision-making practices observed among firms."

6.1.4 What challenges have you faced in aligning your leadership style with your company's culture, and how have you addressed them?

A senior manager from the USA revealed that their initial directive leadership style did not resonate with the company's emphasis on autonomy and teamwork. This was overcome by coaching leadership, using servant leadership principles, and moving more into workshop facilitation and team mentoring. In the UAE, one of the biggest challenges was dealing with the cultural diversity of employees who hailed from various

backgrounds. This necessitated flexibility in leadership styles. One of the biggest challenges cited by Participant 4 was adapting to mindsets of people who were reluctant to change their outlooks. These observations support the work of Avolio and Gardner (2005) on authentic leadership that emphasized the need for flexibility and self-awareness for better alignment. The leaders of the UAE and Pakistan were adaptable to the culture of their employees, thereby supporting the hypothesis by Walumbwa et al. (2007) that transformational leaders tend to adjust their styles depending on culture and situation. Coaching, empowering, and adapting methods were emphasized by the USA in their leadership development, which is consistent with the work of Bass (1985), who suggested that by adapting their approaches, leaders inspire others for achieving better organization objectives. Cultural intelligence, active listening, and effective communication were used by the manager to finally escape from the challenges. He initiated leadership development training in his own organization that involved cultural intelligence training and transformational leadership training. Dealing with the generational differences among employees of Pakistan was one of the challenges for this study. According to Participant 7, leaders need to modify their style to suit the organization's culture to enable development with no conflicts likely to destroy the work setting. While senior management called for a systematic and authoritative way of leadership, younger employees craved freedom and purpose. This was dealt with by using both systematic leadership for seniors, who utilize transformational approaches like vision sharing and coaching for young employees.

6.1.5 How do you handle resistance to change within your team?

In the USA, a senior leader emphasized the importance of using their vision for change. It is important for them to engage their team members initially in the process of change, which helps in training and development, aiming for confidence building. Additionally, they point out key players who can influence other members of their team to ensure positive change by highlighting their accomplishments through “success stories.” In the UAE, since it is important to sustain cultural harmony, change is introduced with “empathy and strategic communication.” This is achieved through pilot projects before shifting to mass implementation, ensuring that resistance is reduced since the benefits are evident. Moreover, team members are given opportunities for “feedback discussions” before implementation, ensuring morale remains high and cultural harmony is sustained. In Pakistan, the leader resolves the issue of resistance by engaging with team members to “discuss their concerns,” ensuring that each person is addressed individually. This approach seems to embody the principles of transformational leadership, which focuses on “Inspiration/Stimulation: Transformational leaders inspire, motivate, or intellectually stimulate followers to achieve something more substantial” (Bass and Riggio, 2006). Their approach to sharing their vision and using their emotional intelligence seems to support the study by Du et al. (2023), who discovered that “emotional competence is critical to resist resistance to change.” Again, their emphasis on “empathy” seems to support the study by Alsuiwaidi et al. (2021) who discovered that “cultural harmony is important for promoting change acceptance.” It is pertinent to remember that these important observations strengthen the perception that transformational leaders are more effective in navigating their team through change by using “participative” or “emotional”

intelligence effectively. Transformational leaders use techniques such as “storytelling” or role playing to motivate team members for a positive change. It is important for a transformational leader to “provide opportunities for positive feedback” by allowing their team members to discuss their concerns constructively. One of their colleagues’ states that “it is about engaging them, talking about it, trying to empower self-implementation; if that fails, then the leader falls back on a more directive approach, since once people implement a change, they become accustomed to it.”

6.2 Theme 2: Leading with Integrity and Trust

6.2.1 What core values do you emphasize in your leadership approach?

Within the USA, integrity, accountability, innovation, or inclusivity were cited as core values by a senior leader. Their leadership style is anchored on ethics as well as the core value of being transparent. This leader consistently emphasizes the value of keeping promises, encouraging a sense of ownership, as well as articulating the need for diversity and inclusivity. There is significance in such values that speak to transformational leadership, embodying the need for employees to look beyond themselves to the group mission. “Participant 10: Our leadership is anchored on core values of integrity, accountability, empathy, and growth. Their importance is grounded in the principles of doing the right thing regardless of no one is watching, striving for excellence, and promoting an environment that nurtures people to feel protected, cared for, and challenged.” Within the UAE, trustworthiness, fairness, or cultural fit were emphasized by a senior executive.

These findings are consistent with the theory of authentic leadership as proposed by Avolio and Gardner (2005), where integrity, empathy, and authenticity enable the establishment of trust. Being inclusive is one of the core values of the USA, which is consistent with the idealized influence proposed by Bass (1985). On the other hand, inclusiveness with respect for tradition and ethics is consistent with the proposal by Walumbwa et al. (2007), who called for the need for cultural adaptation in the framework of transformational leadership. All three support the importance of ethics in establishing transformational leadership.

Because of the diverse workforce, there is a big thrust on building a value-based culture where each individual is respected and their voice is heard. They practice what is called fairness in decision-making as well as in reviewing their performance, such that what they do is consistent with the values that they preach to their organization. This type of leadership helps to enhance the moral authority that is crucial for transformational leadership. In the Pakistani context, a senior manager mentioned that respect for their subordinates, honesty, and flexibility are core to their personal values as a leader. As mentioned by Participant 6, they are empathetic leaders who understand the need to support their team.

6.2.2 How do you maintain trust and credibility among employees and stakeholders?

In the US, relationship-building and ethics center on the leader who practices openness in communication and decision-making. This is by conducting town hall meetings regularly, offering performance openness, and involving people in the strategic planning sessions. When faced with difficult decisions, the reason should be clearly articulated, including

for those that are unwelcome. This is for building trust that stems from accessibility and integrity as the applicants of excellent influence for transformational leadership. In the UAE, it is about relationship building with other people by involving everyone, being consistent with ethics, and being there at all times regardless of good or bad times. This is for relationship building with employees of diverse cultural and national backgrounds by dedicating time to connect with everyone, besides ensuring good policies are applied. He is involved in numerous ventures that ensure the welfare of employees, besides engaging in enormous sustainability efforts for corporate social responsibility that helps establish more credit among the stakeholders both internally and externally. In Pakistan, the senior manager states that credit is built over time by showing competence, fairness, and availability.

This is further reinforced by the importance of transparency, fairness, and relationship integrity that strengthens Burns' original thesis that transformational leadership is grounded in reciprocal trust. The relationship-based practice in the UAE is consistent with Hofstede's collectivist prototype, whereas open communication in the USA is consistent with low power distance. In the Pakistani context, leader personal presence validates that of Khan et al. (2019) who posited that accessibility is crucial for ensuring worker loyalty in a hierarchical situation.

They adopt an open-door policy, engage with the line personnel regularly, and make it a point to be there at critical instances. Trust is also shown by keeping promises, acknowledging efforts, and offering support for development. According to Participant

10, “They establish and maintain trust and credibility by maintaining open communications with the staff, consistency in their behavior, and keeping their promises even in difficult instances. This creates an enormous amount of loyalty in the organization since it is an important culture.”

6.2.3 How do you lead by example in your organization?

In the USA, the senior leader is a role model for example through their transparency, work ethic, or personal development. A leader ensures that they are always on time for work, organized, or better still, makes themselves available for their subordinates. Leaders become examples of humbleness through their attendance at worker-led development workshops for senior management. A leader demonstrates their example of personal growth through their attendance at company-organized community events. A leader demonstrates their example of respect for other cultures through respect for their governance structures in the UAE. A leader is often observed socializing with the line staff, including their organization in numerous cultural events with various nationalities among the staff workforce. According to Participant 8, leaders should make themselves visible by being on time, showing respect, or carrying out their work with high efficiency to ensure that their tasks or work is effectively finished.

The results are consistent with Bass's “idealized influence” dimension of leadership in 1985, where leaders are characterized by their behavior as moral examples. The participative modelling role of the USA is consistent with the self-determination theoretical beliefs of Deci and Ryan (2000), that is, autonomy and authenticity motivate

employees. Results obtained from the UAE and Pakistani samples strengthen the results of the GLOBE study (House et al. 2004), where leaders' visibility and consistency enhance societal trust and team building in multicultural societies. Their characteristic trait of balancing their strategic vision with day-to-day directness is an assurance of their authority and their potential for understanding, as both of these factors are the key elements of transformational leadership in a multicultural organization. Transformational leadership is practiced by the leader of Pakistan by living by their own set of ethics, with their perseverance in trying times, their emphasis on their employees' development, by personally developing their high potential human resource, themselves practicing promotion from within, and by staying solution-oriented or composed in times of extreme pressurization, making them emotionally intelligent by showing their employees' make-right-of-it attitude during times of crises.

6.3 Theme 3: Empowering Employees for Innovation and Growth

6.3.1 How do you encourage creativity and innovation among your employees?

In the USA, the senior executive encourages innovation through psychological safety and rewarding experimentation. Employees are at liberty to suggest new ideas without fear of failure. The company has regular innovation sprints and “fail forward” workshops where different teams can share experiences about what was learned from the failure of the idea to become an innovation. This experimentation can be considered the role of a transformational leader since it intellectually stimulates teams to challenge existing thoughts and assumptions. In the UAE, the senior leader encourages innovation through

multicultural collaboration and ideation sessions. They believe that through different cultural backgrounds, people have varied perspectives, and thus they organize ideation sessions for various innovation labs integrated with input from all nationalities. By framing innovation as a value for all, the leader develops a sense of ownership and shared purpose across the organization. In Pakistan, a senior manager encourages creativity by providing structured platforms for innovation within the more traditional fabrics of the organizational structure. Employees are encouraged to participate in innovation committees, suggestion schemes, and cross-functional brainstorming. The leader emphasizes the value of innovation as “Create a Safe Space for Ideas” through recognition programs and allocations of time and resources specific to creative thinking of R&D and marketing teams.

There is a tremendous intellectual stimulation component in transformational leadership, which is strongly supported by evidence. The "fail-forward" culture in the USA resonates with Northouse's study on innovation-driven leadership. Multicultural ideation labs in the UAE reinforce ElKordy, who pinpointed cross-cultural inclusivity as a driver for creativity. In Pakistan, structured innovation frameworks stand in support for Shafi et al., who have found that transformational practices can coexist within hierarchical systems when trust and empowerment are present.

6.3.2 In what ways do you foster a learning-oriented culture in your organization?

In the USA, it is achieved by the senior manager through investment in learning culture via continuous professional development, e-learning, and learning networks. The

executives engage in learning activities too, such as learning opportunities, which influences a growth mindset. Additionally, the firm adopts a knowledge management process through which employees can gain access to case studies, learn important information, or gain best practices for promoting intellectual curiosity at various levels. In the UAE, it is fostered through development plans, global engagement opportunities, and multi-language training sessions. Furthermore, the leader engages in learning through formal or informal learning opportunities and adopts soft skills training for promoting emotional intelligence with cross-cultural understanding. Learning is linked with leader readiness to manage growth related to career development. In Pakistan, learning is advocated by engaging coaching in the performance management process, along with skill-enhancing workshops for various departments.

These research observations resonate with the constructs of intellectual stimulation by Bass and Avolio in 1994, whereby the leaders foster endless learning and critical thinking. Mentorship and staff development practices in the USA correlate with the views by Northouse in 2021 that a transformational leader is a role model who inspires self-development. Multicultural learning practices in the UAE corroborate research by Al-Kahtani et al. in 2022 that learning about other cultures heightens adaptive leadership practices. Similarly, coaching practices in Pakistan are reminiscent of the study by Shafi et al. in 2023 that confirms transformational leadership encourages bi-directional learning practices in new industries.

Furthermore, they also support reverse mentoring, where young employees teach senior employees about technology. This is beneficial for creating a learning process for both parties. As Participant 12 revealed, the company boasts a very strong learning culture, as learning circles occur often, which is crucial for ensuring that employees remain informed about what is taking place in the current era.

This would fall in line with transformational leadership since it encourages employees to be both contributors and learners.

6.3.3 How do you identify and support the unique developmental needs of your employees?

The leader believes that through 360-degree feedback, self-assessment, and frequent career development discussions, in the USA, individual strengths and growth areas are identified. Developmental plans are co-created to address the needs of every employee; leadership coaching is included in the process, as well as cross-training and stretch assignments to enable them to enlarge their capacities. In the UAE, the leader ensures that one-on-one development meetings and encouraging supervisors to play the role of talent coaches make the growth relevant both culturally and personally. A competency matrix is implemented, relevant to the multi-culture-based workforce of the organization, meaning it is ensured that developmental support matches up with the background and role of the individual and future potential. Developmental needs to mitigate strategies are identified in Pakistan through managerial observation, peer feedback, and structured performance reviews. Burns (1978) explained that individual consideration by managers refers to the practices

described by the participants. It forms one of the key pillars of transformational leadership. Similarly, identification of individual strengths and aspirations forms a core component of Bass and Riggio's (2006) transformational leadership approach in the USA and UAE. UAE's Competency Matrices are manifestations of House et al., (2004) observation that culturally sensitive talent development improves performance in globalized organizations. Mentorship-based model supports the argument presented by Ahmad and Bashir (2022) that even in a hierarchical society, transformational leadership can ensure growth of every individual provided the leaders are empathetic and accessible. The leader is more hands-on, often mentoring high-potential employees personally. They believe in differentiated development tracks whereby the employees can move ahead based on their different aspirations-technical, managerial, or creative.

6.3.4 What strategies do you use to create a work environment that supports individual employee growth?

"I lead by engaging with my subordinates and using data analysis to inform my decisions," replied participant 5. In the USA, the senior manager adopts the flexible career pathing approach where the career of an individual is explored in various departments. These practices support work-life integration with flexible work hours and wellness activities to enhance the welfare of the employees. This impacts a dynamic work environment driven by development. In the UAE, the leader focuses on multi-cultural inclusiveness. They provide in-house academies for upgrading their skills. Moreover, they make use of multi-lingual resources to overcome language constraints. These leaders use support for internal

employees seeking external certification, with professional courses sponsored by the company, a true sign of development support for each one individually. Finally, for Pakistan, there was a plan for proper mentorship, leadership development, or skills development for their advancement. This leader is certain that each one of their employees is regularly briefed on their path to achieve their next career step. Special efforts like “Women in Leadership” or graduate trainees remove disparities to ensure that personal development opportunities are not limited to some. “It is necessary that the point should be made about pointing out strengths instead of pointing fingers,” emphasized participant 15. This confirms that, as concluded by Avolio and Gardner (2005), authentic or transformational leaders establish trust in enablement environments. USA’s emphasis on flexibility and wellness confirms Deci and Ryan (2000)’s self-determination concept, which argues that psychological freedom and self-certainty positively influence motivational levels. Inclusiveness and growth-oriented efforts by the UAE comply with ElKordy (2021), who discovered that cross-cultural empowerment played a crucial role in their study for worker engagement. Mentorship development in Pakistan is similar to that of Shafi et al. (2023), who discovered that efforts for effective growth development improve worker turnover rates as well as the efficiency of the organization.

6.3.5 How do you balance individual needs with organizational goals?

According to the reaction of Participant 7, individual and organization goals could be balanced by monitoring team members' work for the objectives of the company, establishing clear targets for their objectives, and through guidance or workflow

adjustments for any deviations. In the USA, individual and organization objectives are balanced since, as it is in their practice, personal development plans for better strategic outcomes, with the leader ensuring that employees feel their personal development serves company purposes, is achieved. Moreover, individual as well as organization outcomes are regularly checked through OKR analysis, hence promoting shared responsibility for both. In the UAE, there is a balanced relationship since there is inclusive strategic plan development that is in personal objectives too. Therefore, employees are engaged for vision-creation processes, with annual development discussions focusing on identifying personal strengths for utilization to effectively address probable future challenges for organizations. Flexibility is maintained without undermining cohesiveness or continuity. According to the leader of the organization in Pakistan, since he applies situational leadership for yielding autonomy whenever feasible, with guidance for performance for mission-critical purposes, it means that he is promoting individual hopes for organization accomplishments too. Accordingly, his team members' work is involved in objectively determining team objectives to suit department KPIs, for their motivation as well as for directioning too. These indicators support Bass' claim of 1985 that transformational leaders make aligned objectives by launching individual persons' ambitions to company visions too. Using OKRs effectively in the USA means that it establishes a balanced relationship between individual freedom of efficiency as well as accountability too, as mentioned by Northouse (2021). UAE works through collective strategic plan development through Hofstede et al.'s (1980) collectivist features for measuring shared familiarity too. Situational leadership for Pakistan emulates observations of effective leaders' behavioral

transformation to either situational or transformation-al for either individual satisfaction or for company continuity too by their effective study of Judge and Picollo (2004).

6.4 Theme 4: Culture of Human-Centered Leadership

6.4.1 How do you articulate and communicate a compelling vision to your employees?

The leader in the USA insists on crafting the vision to be purpose-driven, emotionally engaging, and future-focused. They made provision that the vision be communicated through storytelling, visual presentations, and reinforcement at meetings. By linking the individual roles to the bigger mission of the organization, a sense of belonging and meaning is created. Innovation forums and channels for feedback allowed employees to contribute to the vision; this reinforced that the vision was co-created, not imposed. As Participant 3 drives the point home, they have a monthly communication meeting with employees where they establish new targets, review progress on previous targets, discuss challenges in the business, and find a way to resolve them. This also involves the reinforcement of the “organization’s five-year goals and revenue targets.” The meeting entails recognition for a “man of the month,” a departmental feedback session to each employee, and out-of-the-box thinking and creative ideas. In the UAE, vision-setting by the leader involved integrating global business objectives and local cultural values. Communication of vision-setting comes through formal strategy rollouts and informal storytelling at team gatherings. The leader uses inclusive language to denote the multinational composition of the organization by underlining shared values of sustainability, innovation, and respect

These findings reflect the notion of inspirational motivation by Bass and Riggio, 2006, where leaders communicate a common vision that aligns personal and organizational values. The emphasis on storytelling and co-creation in the USA supports Gardner et al. (2005), who identified that participative communication strengthens emotional commitment. The integration of global and local values in the UAE falls in line with Hofstede's theory (1980) regarding the cultural adaptation of leadership messaging. The bilingual and culturally resonant communication used in Pakistan reflects Al-Suwaidi et al. (2021) in emphasizing that a contextualized vision delivery forms the basis of increasing follower engagement in collectivist cultures.

This is both aspirational and accessible, as the vision is directed towards corporate ambitions but also culturally sensitive. The way of communicating vision in Pakistan would be top-down, yet inclusive. Communication of vision is through town hall meetings, departmental briefings, and symbolic actions like announcing new drives on occasions of cultural festivals or other important anniversaries. The leader uses a blend of Urdu and English for easy relatability across heterogeneous segments of employees. They embed religious or cultural metaphors where appropriate to resonate deeply and authentically with the workforce.

6.4.2 How do you ensure your team remains motivated during challenging times?

In USA, it is achieved through the establishment of a motivational environment among people by being open about challenges and the power of uniting. Communication with a touch of empathy and optimism is enhanced; small wins or immediate successes are shown

to motivate. Goals that are set in a flexible manner, including access to psychological support programs, contribute to low levels of stress among employees. Efforts are recognized through formal means such as rewards or informal means like a personal appreciative note among employees who get motivated. In Pakistan, it is achieved through personal engagement with followers by using faith for motivation purposes. During difficult times, leaders engage more with their followers by relating personal histories of withstanding hardships in the past to standing firm in the face of challenges in terms of values of hard work, endurance, and unity. It is more of symbolic leadership where leaders forgo their personal unfair benefits especially in difficult times, which is a demonstration of unity of purpose and loyalty. In the UAE, it is achieved through group problem-solving activities, high-level presence of leadership, and cultural-sensitive communication. The leader exploits differences among followers to generate innovative approaches to solve problems, ensuring that all forms of success are celebrated regardless of their sizes. Empathy, coupled with recognition of the value of family, would indicate understanding of the human psychological toll exhibited by employees who are expatriates, meaning that they are far away from their homes.

These approaches align with Bass' (1985) inspirational motivational techniques in relation to emotional strength. Transparency and empathetic approaches by the USA also resonate with the work of Northouse (2021), who suggests that the transformational leader maintains worker morale by being genuine, positive, and authentic. Inclusive problem-solving efforts by the UAE resonate with the work of Al-Kahtani et al. (2022), who found that team-based motivational techniques work best for diverse work environments with various national

identities. Values-based motivational techniques by the Pakistani leader align with the work of Avolio and Gardner (2005), who found that emotional role models contribute towards intrinsic worker motivation.

6.4.3 What role does storytelling or personal experience play in inspiring your employees?

In the USA, it is used consciously to humanize leadership, reinforce values, and link past successes with current efforts. The leader shares personal experiences of overcoming adversity, learning from failure, or taking career risks. Stories are interwoven in team meetings and leadership development so that the journey in leadership is conveyed as one that can be pursued and replicated. In the UAE, storytelling is used to bridge the cultural and generational divide in multicultural teams. The leaders share experiences on how to navigate cross-cultural environments, adapt to regional changes, and lead through crisis. These stories model adaptability, humility, and resilience—all qualities admired across cultures. In Pakistan, storytelling is steeped in the country's culture, and the senior manager uses it often as an inspirational tool. Stories are told from family heritage, religious parables, or even from past transformations the company has undergone. The narratives have a moral lesson, build trust, and place the leader in the position not only of a manager but also of a guide and mentor.

These results are supported by the work of Hoch et al. (2022), who indicated that through storytelling, leaders can better express identity, values, and purpose. It has also been shown through experience sharing in the USA how Bass and Riggio (2006) viewed that through

authenticity, one earns more credibility and more emotional connectivity. Cross-cultural narratives applied in the UAE reflect ElKordy (2021), who insisted that narrative leadership works in diverse settings as a tool for cohesion. Storytelling in Pakistan was based on tradition and religion, hence upholding Hofstede's 1980 view that a leader in a collective society utilizes shared cultural symbols to build loyalty and unity.

6.4.4 In what ways do you think corporate culture impacts employee engagement and performance under your leadership?

This US business leader believes that culture underpinned by psychological safety, recognition, and purpose is directly intertwined with higher levels of engagement and performance. People are more likely to be innovative and take ownership where they are trusted and valued. The leader shapes culture through rituals, feedback loops, and symbolic behaviors that foster inclusivity and autonomy. The UAE corporate culture is an amalgamation of best global practices with local values. In such leadership, the engagement principles of fairness, communication, and developmental opportunities inspire and motivate the employees. The leader encourages open dialogue across roles and nationality and ensured that reward systems and recognition programs are inclusive and culturally appropriate. This balanced culture heightens productivity and loyalty. The senior leader in Pakistan raises the importance of respect, belonging, and hierarchical clarity. A respectful culture honed to tradition yet instigating learning is considered to form the core of engagement. The leader tempers their style to create a respectful environment in which loyalty and duty are inspired, and translating into higher retention and consistent delivery.

6.5 Summary of Findings

6.5.1: Structured Leadership in Dynamic Cultures

But one thing senior managers across different regions came back to over and over again is just how much organizational culture shapes leadership-and vice versa. People in the US, for instance, are wont to describe the work culture as open, team-focused, and results-driven. Folks talk things out, decisions aren't stuck at the top, and leaders get to inspire their teams by rallying everybody around shared goals. It's a good fit with transformational leaders who want to break silos and pull everyone in the same direction.

Now, in the UAE, things get a little more complicated. The leaders there deal with teams from all over the world, and the business happens fast. The local corporate culture fuses Western ideas about getting the job done with some traditional Middle Eastern values-respect, hospitality, building proper relationships-which means that leaders have to be flexible. They can't operate using one style; they shift gears to connect with both the local staff and expats.

Still, Pakistan is something else. The leaders work in the workplaces that are built upon hierarchy and tradition, and a little respect goes a long way. Usually, decisions are made from the top upwards, with the culture molding leaders' behavior. Yet still, a few transformational leaders attempt to break the cycle. Leaders induct teams to speak up and get involved, though the overall structure remains rather traditional.

6.5.2 Leading with Integrity and Trust

Wherever one looks, trust and credibility sit at the heart of transformational leadership. Leaders talk much about honesty, fairness, respect, and holding themselves accountable- these aren't just words to them; they actually shape how they lead.

It is about trust in the senior leaders in the US, who really work in a way to instill confidence. They are transparent, work openly, and ensure that they behave according to the code of ethics. You'd find transparency in communication, stakeholders' involvement in crucial matters, and even owning up to, and apologizing for, mistakes. This kind of integrity proves to people that what is said is actually meant.

It goes a step more complicated in the UAE, as there are many cultures working together; leaders there need to find a fine line by which they can work-being fair and respectful to all, focusing on ethical standards, making sure cultural sensitivities take effect. That is how the leader in such an eclectic atmosphere earns trust.

In Pakistan, leaders establish trust through personal relationships and by living out high moral values. Leaders may rely on their common cultural and religious values to show employees that they care. You will notice leaders step up when things get tough, and with humility, make sacrifices-which simply deepens that level of trust further.

6.5.3 Innovation and Growth through Employee Empowerment

Transformational leaders bring in their own flavor to creativity and growth, depending on where they are located. You see leaders encouraging people to speak up and try new things

in the US due to flat hierarchies, with a great sense of psychological safety. Teams get the go-ahead to experiment-and if that doesn't work, that's OK. Just learn and move on. Professional development would not really be over, either. Employees take a plunge into digital learning, lean on each other for mentorship, and continue sharpening their skills.

It might look a little different in the UAE. Here, the leadership really embraces cross-cultural collaboration. This means regular brainstorming sessions are given where each voice matters irrespective of one's origin. People can count on personal development plans, company-run academies, and a lot of support for earning professional certifications. Inclusivity and fairness aren't buzzwords; they're baked into the way people learn and grow.

Pakistan has its own particular slant. Hierarchies count for more, so innovation tends to come via more formal channels. You'll find suggestion schemes, innovation committees, and competitive challenges that invite employees to pitch new ideas from within. Learning usually happens through mentorship, storytelling that draws on local culture and religion, and skills training that ties personal growth to what the organization actually needs.

6.5.4 Theme 4: Culture of Human-Centered Leadership

Transformational leadership is when everything-true vision, empathy, emotional intelligence, and honest communication-all come together. Here in the US, leaders align people by showing how each person's job contributes to the big picture. They don't just spout numbers; they tell stories, use real data, and talk in a way that makes folks feel they're part of something and they're heard. And when things are hard, they keep everyone

motivated by being open, celebrating the little successes, and reminding their team why all this matters. Furthermore, the sharing of personal experiences-what happened during hard times and big wins-makes the difference.

You have teams consisting of people from all over the world in the UAE. Well, here, it is the storytelling that does a lot of heavy lifting. Leaders are using it as a means to break down cultural barriers and draw people together. They share their personal experiences to show how resilience and adaptability look in real life. The workplace culture is a mix of local traditions and global standards, and this blend encourages fairness, respect, and chances for everyone to grow.

But that's not quite how it plays out in Pakistan. There, you get leaders running stories into the fabric of culture, religion, and family-hearts and souls, if you will. They motivate their teams by showing loyalty, cleaning up doubts and misapprehensions, and identifying mutual values. When leaders tell stories that feel close to home, people listen-and they're more willing to stand behind those leaders.

6.5.5 Cross-Cultural Comparative Overview

This table explains about the different leadership attributes that is found in the selected 3 countries which are USA, UAE and Pakistan.

Leadership Attribute	USA	UAE	Pakistan
Decision-Making Style	Participative, data-informed	Hybrid (top-down + consultative)	Centralized, tradition-influenced
Trust-Building Approach	Transparency, ethical consistency	Cultural respect, fairness, role-modeling	Relationship-based, moral behavior
Innovation Strategy	Flat structure, fail-forward approach	Inclusive ideation and knowledge exchange	Structured innovation programs
Learning Culture	Continuous development, peer mentorship	Internal academies, personalized development	Mentorship, skill-based training
Motivation in Crisis	Shared goals, emotional resilience	Cross-cultural support, symbolic leadership	Moral reinforcement, team solidarity
Vision Communication	Purpose-driven, inclusive storytelling	Multilingual, culturally sensitive messaging	Cultural metaphors, value alignment
Use of Storytelling	Professional and personal anecdotes	Cross-cultural life lessons and experiences	Religious, family or cultural stories

The below given table explains the themes that were identified from the interviews and the application of the themes in USA, UAE and Pakistan.

Theme	USA	UAE	Pakistan
Structured Leadership	Flat structure, decentralised, collaborative	Multicultural, adaptive, integrative	Hierarchical, relationship-driven, authority respected
Trust and Integrity	Trust built through transparency and accountability	Trust built through respect for diversity and inclusion	Trust built through loyalty and respect
Employee Empowerment	Strong autonomy; emphasis on independent decision-making	Encouraged across diverse teams; culturally sensitive	Limited by hierarchy; empowerment gradual
Vision and Motivation	Vision communicated through innovation and strategic clarity	Vision communicated through inclusive dialogue	Vision communicated through senior authority

6.6 Conclusion

This study explored the transformational leadership qualities of senior-level managers in three distinct regions with differences in culture and economy: Pakistan, the United Arab Emirates, and the United States of America. This study explores, through interviews and analysis, the extent to which leaders in each of their respective ecologies understand and apply concepts of corporate culture, trust, innovation, human-centered leadership, and employee empowerment. Despite the universal application of transformational leadership, it is found that the context in which it is applied is significantly shaped by these results. Results showed that the application of leadership in each of the three countries varies in its malleability, values-driven behaviors, and vision-based

communication, reiterating that transformational leadership is not a universal pattern or 'one-size-fits-all' application but a malleable methodology.

Conversely, the USA provides a more liberalized and decentralized type of leadership culture, which is transformed by transformational leadership that is more mainstream for organizations. Transparency, teamwork, and openness are some of the key features that American leaders provide. Visioning, communication, and empowering employees through freedom and responsibility were core principles that characterized their leadership. Innovation and learning in an organization lie at the heart of their culture, which is developed by their leaders who provide a safe platform for employees to try out things with calculated risk-taking. A “fail-forward” approach was emphasized more than once, signifying that mistakes are opportunities for learning. Ethics, communication, and integrity of personal lives establish trust. Leaders connect emotionally with their followers through individual personal life experiences that make their connections more relatable. Moreover, leaders do not feel reluctant to be vulnerable. When faced with crises, personal strength, shared values, and a clear tone of openness enable the leader to retain their momentum with their followers. Personal development plans for everyone, performance coaching, or dynamic or frequent feedback approaches were some of the systems in place for balanced needs of people in organizations with their objectives. Being a multicultural nation with a suddenly expanding economy means that their context for leadership is complex too. Their leaders live in a cross-cultural setting that is a blend of local values for Emiratis with global business practices. A direct implication of this context for their leadership is that their styles should necessarily be flexible, emotionally intelligent, or

inclusive. Cultural relativism is emphasized by their leaders, who believe it is significant, especially for those who need to manage team members with diversified backgrounds. As a conscious approach, they do not hesitate to leverage their personal events or experiences that can act as “cultural bridges” between their people. Establishing trust through their own practices of ethics is significant, yet via respect for their various cultural differences or through their fairness that is determined by their respective national identities. Decisions are majorly taken in hierarchical systems. However, their United Arab Emirates release opportunities for consultative feedbacks for various stakeholders too; therefore, decisions are taken with a balanced approach between their authority systems and their more recent management systems or practices. Employee training or development plans, reward schemes, or shared development approaches by team members for employees are some of the practices of their empowering leaders. A transformational leader is both an innovator of learning opportunities or growth through formal or informal approaches with the advocacy that growth of employees is their collective responsibility. In the Pakistani context, leadership is a more traditional affair that is more hierarchical in its outlook, with significant influences of cultural as well as religious backgrounds. If Pakistani leaders are to compete effectively in a global setting that is changing rapidly, they must increasingly include transformational practices in their leadership efforts despite their more formal position of authority. Moral authority, intelligence, and networking for team leadership were some of the approaches Pakistani leaders adopted to support their own practice, as revealed by this research study. Building trust, say many leaders, could be achieved by personal sacrifice, by drawing upon one’s culture, as well as by team or relationship-based

leadership. One of the areas that were more centralized is decision-making in Pakistani firms that is slowly adapting to more participative models of change for more progressive firms. By using the setting of Pakistani folklore or by complementing shared values, one could minimize the resistance to change. In this context, Pakistani leaders do not necessarily disagree with their more formal structure; in fact, they tend to add more transformational features of leadership that could include areas like empathy, individualized consideration, or motivational visioning. If one were to look into the future of getting more worker empowerment in Pakistani firms, it could very well be achieved by formalized guidance, development work for skill-enhancement, or by spreading more shared moral principles for guiding one's act of initiative by staying within one's framework.

That which binds the three regions is their emphasis on trust, integrity, and vision, which are essential for transformational leadership. Notwithstanding the differences between the three regions, it was a collective view of senior leaders of each region that trust could ensure the flourishing of good leadership on its foundation. How it is cultivated would, of course, depend on the culture that is to be encouraged by the organization. In Pakistan, it is encouraged through personal relationships, right conduct, and a respect for established values. Not only that, it is enhanced through openness, discussion, and right leadership in the U.S. Moreover, it is maintained in the U.A.E. through inclusivity, fairness, and understanding of the culture. Similarly, what is important for the U.A.E. is that leaders live with the values that they would like their team to establish.

Thus, motivational leadership has become an effective instrument in any situation. This is recognized by leaders who understand that developing an attractive vision is important, but it must resonate with individual employees as well as with the organization as a whole. Vision development is not only an art of strategic thinking but also human, entailing the use of storytelling, emotional intelligence, or shared values. Pakistani leaders connect their vision with their moral responsibility to uplift the nation using spiritual or family-based analogies. American leaders convey their vision using data-based storytelling, focusing on shared objectives of success. Similarly, the vision for leaders of the United Arab Emirates is conveyed using language that is uniquely appropriate to the culture, entailing ambition, diversity, or resilience. Leaders of any nation use personal anecdotes to motivate their team.

This research also emphasized the importance of empowering the workforce as one of the foundational principles of transformational leadership. In each of the three nations, leaders understand that innovation and business success are linked to one's creativity, self-directed actions, and personal growth. Each leader takes a slightly different approach with regard to this enabling role. In Pakistan, empowerment is driven by formalized mentoring, skills training, and recognition for values. Employees are encouraged to be innovative within the prescribed bounds of personal and institutional values through a balanced approach of freedom and guidance. In the U.S., empowerment is more dynamic, with a strong emphasis on decentralized systems that inspire initiative, provide feedback, and learn from failure in the context of learning as the key. Employees are encouraged to assume risk for the sake of personal growth through self-directed learning and

experimentation. The UAE takes a more inclusive approach with regard to empowering the workforce, with an emphasis on matters of equity, personal development, and psychological security in their multi-cultural workforce. In each of these nation's transformations, leaders understand that personal development must be linked to business objectives through the use of strategic human resource practices that support this end.

A further significant finding arising from this literature review concerns the importance of organizational culture in determining the effectiveness of leadership. Leaders, it is simple to see, do not exist in a vacuum; their ability to inspire, motivate, and transform is necessarily dependent for its effect on the value systems, norms, and structural frameworks of formal organizations in which they work. In the Pakistani context, for example, it is often assumed that organizational culture is formal, loyal, and respect-based. It logically follows that leaders exist to wield their authority in such a setting, with transformational leadership practices necessarily adopted in a gradual manner that does not alienate followers with more traditional ideals. In the U.S., for example, it is often assumed that corporate culture is informal, flexible, and innovative, such that it is the ideal setting for transformational leadership to blossom. Within the UAE, it is assumed that there is considerable diversity in organizational culture; therefore, leaders must necessarily be adaptable to ensure that all staff feel appreciated and understood. This adjusted leadership pattern was cited as a major distinguishing characteristic between effective and ineffective leaders in both of these regions.

This study also highlights the role of transformational leaders in dealing with the

resistance that emerges in various forms: through institutional resistance, cultural issues, or through resistance from employees. Dealing with resistance or change is always occurring in these three settings, but it is dealt with by transformational leaders in a patient, communicating, and emotionally intelligent manner. This is in contrast to leaders from other backgrounds who make an appeal for support through moral argument or collective responsibility in the Pakistani context. In the U.S. context, leaders generate clarity, data, and discussion to win understanding and support. Sometimes, in the UAE context, leaders minimize resistance by promoting shared cultural values.

Chapter Summary

This chapter brought before the reader the findings of the thematic analysis undertaken on the data gathered from the interviews of senior executives from Pakistan, the UAE, and the USA. Structured Leadership in Dynamic Cultures, Leading with Integrity and Trust, Empowering Employees for Innovation and Growth, and Human-Centric Leadership were revealed to be the four broad themes that evolved from the study. This chapter also brought before the reader a cross-cultural perspective of similarities and dissimilarities in leadership practices as they were observed in the USA, the UAE, and Pakistan. These four themes encompassed the key pointers of transformational leadership, with each of these indicating how leaders of each culture made sense of and translated key pointers of transformational leadership into practice. Though the need for trust, empowerment, and motivational leadership is universally important, it is the culture that influenced practices related to these factors. This chapter provides a foundation for discussion in the subsequent chapter.

CHAPTER 7

DISCUSSION

7.1 Discussion of Results

On the basis of the observations, the discussion draws attention to the complex interplay between transformational leadership styles and national cultural settings in the USA, UAE, and Pakistan. Transformational leadership styles, characterized by vision, inspiration, intellectual stimulation, and individualized consideration (Bass and Riggio, 2006), practice varies as per the respective cultural setting and values of each region. To begin with, the USA features a teamwork-based, performance-oriented culture that allows for the growth of transformational leadership styles. Decentralized decision-making, effective communication, transparency, and worker engagement help leaders strengthen trust and psychological security among their subordinates (Northouse, 2021). As suggested by Avolio and Yammarino (2013), the key to motivating followers and aligning their efforts with the objectives of the organization is storytelling, recognition, and inclusive communication. Moreover, flattened organizations with learning environments that facilitate trial-and-error approaches are viewed as improvement opportunities by leaders (Edmondson, 2018). On the other hand, leadership practices in the UAE occur in a hybrid cultural setting that balances Western-style organizational efficiency with Middle Eastern social values of hospitality, respect, and relationship-building. This multicultural context requires adaptive leadership approaches that are both moral and culture-sensitive (Hofstede et al., 2010). Trust is built by being fair with a diverse group of employees and

ensuring inclusivity in ideation sessions and decision-making. Cross-cultural collaboration opportunities through internal academies and certification training support innovativeness, implying a commitment to equity for development of employees (Al-Fardan et al., 2022). In the Pakistani context, the gravitational pull of cultural values is characterized by their emphasis on respect for authority, loyalty, and integrity of character. According to House et al. (2004), leaders tend to use cultural, family, or religious anecdotes to inspire their employees' motivation while living up to social expectations that include gradual implementation of participative elements of transformational leadership. Trust is developed through consistency of character, modesty, and self-sacrifice, especially in times of crisis. A path to personal as well as organizational development, compatible with the culture of a nation, is cultivated through formal means such as worker suggestion schemes and guidance through personal development schemes, despite their strict hierarchical structures (Khilji, 2003). However, what becomes noticeable in the context of the USA, UAE, or Pakistani settings is that leaders of any of these nations should adopt a humanistic leadership styles approach that is empathetic and grounded in emotional intelligence. "Leaders use their storytelling abilities to cross cultural boundaries, reach out in a personal way, establish shared values, and stir people emotionally," asserts Goleman (1998). Cultural distinctiveness molds the practice of transformational leadership, yet the guiding philosophy is more or less universal: trust, vision, empowerment, and integrity.

7.1.1 Structured Leadership in Dynamic Culture

This is where a structured approach to leadership is crucial for keeping things organized and consistent in dynamic cultural environments. Transformational leadership patterns in various geographic zones like the USA, UAE, and Pakistan illustrate that leaders must align their leadership strategies with the values inherent in the respective culture, while at the same time trying to be innovative and moving forward. Transformational leadership is evident in the USA, with an organizational culture that is performance-oriented, teamwork-oriented, and flat, with decentralized structures that provide ample opportunities for transformational leadership strategies to be adopted. The USA's flat-hierarchy structure allows for more freethinking with respect to collaboration between various cross-functional teams with a shared vision of objectives. A flat-hierarchy structure makes it easier for leaders to empower cross-functionality teamwork and shared objectives. Transformational leaders inspire, motivate, bring inclusiveness into their organization, while at the same time maintaining a high degree of accountability (Northouse, 2021). According to a study by Bass and Riggio (2006), leaders in such an organization need to influence, showcase their high emotional intelligence levels, engage with their workforce, with a shared vision for more results-driven approaches to cutting through bureaucratic red tape. Conversely, transformational leaders face obstacles in the UAE due to its complex cultural setting that is characterized by multi-ethnic workforce, dynamic corporate environments, with leaders who need to often walk the edge between more Western-oriented "efficiency" approaches with the more deep-rooted Middle East approaches like respect, hospitality, and the need for more collective approaches

(Hofstede et al., 2010). Transformational leaders remain effective by being more inclusive, flexible, with approaches that need to suit both local nationals as well as expatriates. Transformational leaders at times need to engage in inter-cultural conversations that need to ensure that everyone is treated fairly, with approaches that need to remain more motivational through more sensitive approaches. Transformational leaders, by understanding their workforce that is multi-cultural, need to remain more adaptable, with approaches that remain more sensitive to both local nationals as well as expatriates. Transformational leaders need to understand that their multi-cultural workforce is no more the same. Transformational leaders need to make more efforts by understanding their workforce with more approaches that remain more inclusive, more sensitive, by understanding their workforce that is dynamic, with needs that remain more complex. Transformational leaders need to remain more effective by adapting to their more complex workforce with approaches that remain more dynamic. Conversely, in an organization that is more Pakistani, leaders need to remain more of authority-figures with approaches that need to remain more consistent with their loyalty levels that need to remain more authentic (Katou, 2024). These leaders connect the classic with the present by tapping into significant cultural symbols, stories, and values in order to improve the susceptibility of the culture to change (Khilji, 2003). In each of the three geographical areas, it is evident that transformational leadership cannot be imposed in a strict fashion. This is because it is important that it is integrated into the local culture. The key to effective leadership in a dynamic culture is to be sensitive to that culture, to understand its structure, and to align leadership behaviors with that of the culture (House et al., 2004).

Trust, motivation, and endurance of efforts can only be achieved by those who appreciate the importance of integrating cultural values into their leadership behaviors.

7.1.2: Leading with Integrity and Trust

Trust and integrity are among the foundational principles of transformational leadership, which appear in distinct forms in various cultural settings. In the United States, integrity is synonymous with factors like transparency, openness, and fairness. Transformational leaders earn their credibility through their effective communication, stakeholder engagement, and personal conduct through which they try to embody integrity in their daily activities (Northouse, 2021). These leaders appear regularly with solutions for various shortcomings in the organization, pointing out faults and correcting them through teamwork. This helps in building psychological security, which is accompanied by transforming security or trust. Keeping in view the individualistic characteristics of the Western culture, transformational leaders in the United States are expected to embody integrity by ensuring fairness, justice, and consistency in their actions (Goleman, 1998). In the United Arab Emirates, integrity is shown through the leader's ability to strike a good balance between their integrity and cultural tolerance. Due to the multicultural setting of the United Arab Emirates, various work forces in the country require their leaders to modify their actions accordingly. In such a setting, transformational leaders earn the trust of their team through their fair practice, inclusivity, and respect for various cultures. An individual leader is responsible for his or her actions only. This is accompanied by showing respect for various cultures (Al-Fardan et al., 2022). In the United Arab Emirates,

transformational leaders appear regularly with their fair practices among various team units, using effective verbal communication for team members to reach a consensus. Hofstede et al. (2010) assert that an individual's integrity is judged not only upon observing global integrity but also upon observing integrity related to multiculturalism, such as respect, dignity, or equity. In Pakistan, integrity is linked with transformational leadership through "loyalty, respect for elders, or living in a virtuous manner through family or religious ideals. "Humility, sacrifice, or moral accountability are given importance in the collectivistic culture of this country. In such a setting, team members often believe in team heads who possess integrity through their selflessness or readiness to make sacrifices through trying times. Keeping this point in view, trust among team members is earned not only through efficiency or compliance, but through their consistent virtuous practices, keeping in view the collective cultural or religious backgrounds of team members (Khilji, 2003). These leaders make sacrifices for their team members through trying times accompanied by their empathies for team members, protecting their interests through consistency between team values related to various team decisions. In each of the various geographic areas, transformational leaders can be differentiated by their emphasis on authenticity, consistency, and integrity. No matter what means are used to establish trust, its crucial role in transformational leadership is universal. As also reiterated by Bass and Riggio (2006), without such qualities, leaders risk alienating the team, demotivating it, and demoralizing it. Integrity is not necessarily static but dynamic, with a practice that is driven by universal principles of integrity, irrespective of local considerations. It is still important, despite the need for integrity that is dynamic, to be

able to establish trust through open communication, context-sensitive behavior, and principled leadership.

7.1.3 Empowering Employees for Innovation and Growth

A climate of innovation, growth, and psychological safety can be fostered by transformational leaders, who empower their workforce. In the USA, this means developing a flat organization hierarchy, practicing experimentation, and embracing failure as an integral learning process. Employees feel safe to create and implement innovative solutions without any fear of punishment if their leaders inspire autonomy and ownership of their work (Edmondson, 2018). This “fail-forward” culture encourages innovative growth. Organizations provide training opportunities for personal development through online learning systems and networking among colleagues for learning and development in a supportive team setting (Avolio and Yammarino, 2013). This helps create a self-reinforcing cycle with empowered employees contributing their efforts toward the acquisition of excellence by the organization.

In the United Arab Emirates, foster innovating inclusively and overcoming cultural differences as weaponized approaches for empowering the workforce for growth. Due to the multiculturalism that pervades various organizations in the UAE, transformational leaders must empower their workforce through the establishment of platforms that embrace diverse opinions. This is accomplished in ideation sessions that foster inclusivity, cross-cultural collaboration, and resource equity for training opportunities. Transformational leaders foster growth by engaging their work forces in personal

development opportunities via such formal training opportunities as company academies or certification for personal learning plans (Al-Fardan et al., 2022). Furthermore, transformational leaders emphasize empowerment through respect for the culture of their team members.

In the Pakistani context, given that the culture is more hierarchical, empowerment is more formalized. In order for leaders to retain the respect that is a cultural requirement of their work, they make use of means such as suggestion schemes, intrapreneurship competitions, or innovation committees (Khilji, 2003). To ensure that their growth is attached to the shared identity or values, worker inspirations through mentoring, religious tales, or moral leadership motivate employees. While it is not about decentralization, other forms of empowerment lie in ensuring that workers are given the structured platforms that are more culture-friendly. This helps employees develop in their predefined roles in a hierarchy, yet add significantly to innovative work in organizations.

The leader's ability to build confidence, initiative, and competence is one of the similarities in the process of empowerment regardless of the geographical differences despite the variations in process. Transformational leaders achieve this by integrating development strategies with cultural expectations, thereby improving worker engagement, satisfaction, and creativity. Transformational leaders achieve worker development through idea sharing, learning, or support. According to Bass and Riggio (2006), their effectiveness stems from their ability to remove fear, activate worker potential, and provide staff with the resources to make their unique contribution to the

organization's mission.

7.1.4 Culture of Human-Centered Leadership

Transformational leadership practice is driven by human-centered leadership principles that emphasize vision, understanding, authenticity, and emotional intelligence. This is achieved by leaders in the United States by correlating unique roles with overall organizational objectives. This helps develop an emotional bond with the staff through storytelling, inclusive conversations, and open communication (Northouse, 2021). Especially in times of crises, leaders make it a point to appreciate achievements, speak through uncertain times, and remain visible. Furthermore, storytelling through personal crises and achievements is an effective way to make leaders more humanistic, developing a collective sense of identity. Transformational leaders through their human-centered approaches make it easier to unify the multicultural workforce of the UAE. To make the team of employees empathetic, leaders make use of personal anecdotes, shared experiences, and culturally appropriate language (Al-Fardan et al., 2022).storytelling is more of a linkage between diverse philosophical approaches. Transformational leaders achieve inclusivity and team trust through their displays of resiliency, meekness, and flexibility. According to Hofstede et al. (2010), team members feel more connected to their workspaces with global approaches intertwined with local approaches like respect for the land and hospitality. Moreover, human-centered leadership in nations like Pakistan is achieved through stories of faith, family, and heritage. Transformational leaders with integrity, loyalty, and care for their employees act as role models for other leaders.

Moreover, through testimony of faith in trying times, leaders inspire by practicing values that are clearly spiritual. According to Khilji (2003), through shared personal anecdotes, transformational leaders engage with their followers' deeper psychological needs of faith, identity, or existentialism for times of uncertainty. Additionally, for a more motivated staff, human-centered leadership builds relationship trust through establishing shared human values. Furthermore, through shared personal anecdotes, human-centered leadership boosts staff morale, inspires credibility in new commitments, and decreases staff opposition to change. Transformational leaders' human-centered principles remain relevant in any given cultural context by becoming “ever more fine-tuned to understand the desires, hopes, dreams, feelings of people from different cultural backgrounds.” According to Bass and Riggio (2006), leaders establish beneficial work environments to empower employees by being empathetic, authentic, and vision-driven in their communication in order to make employees feel valued and motivated enough to achieve the organization's objectives.

Expected vs. Actual Findings

It was expected that transformational leadership would reveal similarities in the Pakistan, UAE, and USA contexts, with a special emphasis on workforce motivation, communication, and the development of trust. Transformational leadership in a Pakistani setup showed more of a hierarchical or relationship-based approach than what was expected, given the country's cultural setting where there is little room for delegation of authority or power. This expectation was partially met, with significant context

differences shown in the study. Multiculturalism in the UAE showed that there is more emphasis on cultural intelligence and diversity than what was expected. This is evident given that it is a multicultural nation with various employees with diverse backgrounds. Analysis of the USA showed that it is more autonomous, innovative, and self-reliant in terms of decision-making, as expected given that it is individualistic in nature.

Unexpected Findings

Some unexpected findings were revealed through the data analysis. Firstly, contrary to the hierarchical culture in Pakistan societies, Pakistani leaders showed a certain affinity for participative leadership and employee empowerment, indicating that the Pakistani leadership culture is undergoing transition. Secondly, the UAE leaders were found to emphasize cultural sensibility more than expected, indicating that to effectively manage multicultural work teams, leaders must adopt a mixed leadership style that is characterized by both emotional intelligence and flexibility. Finally, the findings arising out of the United States data revealed that despite the importance attached to freedom, it is increasingly becoming hard for leaders to look after the welfare of their employees.

Table 2: Connection between Research Question and Findings

Research Question	Key Findings
RQ1: How do transformational leadership principles influence senior management effectiveness?	Enhances trust, innovation, team cohesion, motivation; improves adaptability and strategic alignment across all three regions.
RQ2: What cultural, economic, and organizational factors shape leadership practices?	Pakistan: hierarchy, collectivism; UAE: multiculturalism, global standards; USA: individualism, autonomy, innovation culture.
RQ3: How can transformational leadership integrate with cross-cultural adaptability?	Through cultural intelligence, inclusive communication, situational flexibility, ethical behaviour, and context-specific empowerment strategies.

CHAPTER 8

SUMMARY, IMPLICATIONS AND RECOMMENDATIONS

8.1 Summary

This research investigated the culturally embedded practices of transformational leadership across three diverse national contexts: The United States, the United Arab Emirates (UAE), and Pakistan. The study provides a nuanced understanding of how transformational leadership adapts to and operates within various cultural frameworks by examining four major themes: structured leadership in dynamic cultures, leading with integrity and trust, empowering employees for innovation and growth, and cultivating a culture of human-centered leadership. According to the findings, although the fundamental principles of transformational leadership—such as vision, inspiration, ethical conduct, emotional intelligence, and employee empowerment—are applicable on a global scale, the manner in which they are put into practice varies significantly depending on the cultural and organizational contexts in which they are applied. A culture of collaboration and performance in the United States encourages open innovation and employee autonomy in addition to supporting flat hierarchies. In contrast, the UAE's hybrid work environment, composed of multicultural teams, necessitates culturally inclusive leadership that balances global business practices with local values like respect and relationship-building. Moral leadership, loyalty, and culturally resonant practices like storytelling and mentorship shape transformational leadership in Pakistan, where organizational culture is typically collectivist and hierarchical. Overall, the study

demonstrates that transformational leadership is not a one-size-fits-all strategy but rather an adaptable and context-sensitive process that flourishes when leaders are emotionally and culturally sensitive to their teams.

8.2 Implications

This study's findings have a number of significant repercussions for leadership theory and practice. To begin, the findings emphasize the significance of comprehending cultural context as a factor in leadership effectiveness. Transformational leadership cannot be universally applied in the same format across all regions; it must be adapted to align with deeply rooted cultural norms, expectations, and organizational structures. This is especially true for global leaders and multinational corporations that operate internationally and must adapt their leadership styles to appeal to diverse employee populations. Second, the study emphasizes the significance of employing adaptable leadership methods. Cultural adaptability, emotional intelligence, and ethical adaptability are the characteristics of successful leaders in multicultural environments with high levels of activity. The capacity to lead inclusively, communicate across cultural lines, and foster psychological safety is critical in today's increasingly globalized workplace. Thirdly, the study emphasizes how significant human-centered leadership is to everyone. Regardless of context, employees respond positively to leaders who demonstrate authenticity, empathy, and a commitment to personal and collective development. Last but not least, the study emphasizes how crucial it is to match empowerment strategies to organizational structures. Empowerment must be introduced through structured and culturally resonant

mechanisms rather than direct decentralization in Pakistan, where hierarchy is valued, to ensure employee engagement without conflicting with traditional authority structures.

8.3 Recommendations for Future Research

There are a number of areas that require further investigation in order to improve our comprehension of transformational leadership in cross-cultural settings. First, researchers would be able to statistically analyze the connection between transformational leadership behaviors and organizational outcomes like employee engagement, innovation performance, or trust levels across diverse cultural environments with a more comprehensive quantitative approach. This could help validate and generalize the qualitative insights gained from this study. Secondly, future research should explore sector-specific dynamics. Leadership expectations and cultural expressions can vary significantly across industries such as healthcare, education, and technology; therefore, analyzing how transformational leadership functions within these specific sectors could provide more targeted recommendations for leaders. Thirdly, longitudinal studies are recommended to observe how leadership styles evolve over time in response to social, political, and economic changes, especially in emerging economies. Such research could reveal whether transformational leadership becomes more prevalent as societies modernize or if cultural norms remain enduring. In addition, in order to provide a holistic view of leadership practice, future studies ought to incorporate employee perspectives. A more comprehensive comprehension and the potential for discrepancies between the intention of the leader and the perception of the employee could result from an

investigation into how leadership is experienced at various organizational levels. Finally, examining gender and generational influences on leadership practices and expectations would contribute significantly to a more inclusive and intersectional understanding of transformational leadership in multicultural environments.

Recommendations for Organizations

- Implement leadership development programs focusing on cultural intelligence, emotional intelligence, and ethical decision-making.
- Establish structured mentorship systems to support employee growth.
- Encourage participative decision-making and empower employees through autonomy and skill development.

Recommendations for Policymakers

- Develop national leadership frameworks promoting ethical, inclusive, and transformative leadership.
- Support cross-cultural leadership certification programs to strengthen managerial capacity.
- Introduce policies encouraging diversity, equity, and inclusion in both public and private institutions.

Recommendations for Educators

- Integrate cross-cultural leadership simulations and case-based learning into MBA/DBA curricula.
- Introduce modules on global leadership, emotional intelligence, and sustainable management.

- Use experiential learning approaches to prepare future leaders for multicultural environments.

Recommendations for Consultants

- Provide customized leadership interventions tailored to cultural and organizational needs.
- Conduct cultural audits to identify leadership alignment gaps.
- Offer executive coaching to develop transformational and culturally adaptive leadership skills.

8.4 Conclusion

In conclusion, this study reaffirms the adaptability and impact of transformational leadership when implemented with cultural intelligence and emotional depth. While the foundational components of transformational leadership vision, integrity, empowerment, and empathy remain consistent across regions, their operationalization must be thoughtfully adjusted to fit specific cultural, organizational, and social contexts. The values, expectations, and communication styles of the United Arab Emirates, Pakistan, and the United Arab Emirates each have their own distinct leadership environments. In these regions, successful leaders interpret and apply leadership models through culturally appropriate lenses rather than strictly applying them. The need for transformational leaders who are adaptable, ethical, and human-centered will only increase as the global workforce becomes more interconnected and culturally diverse. In the end, this study reinforces the idea that great leadership is not just about strategies but also about people, context, and meaningful connection. It also contributes to a greater comprehension of how cultural competence is fundamental to leadership effectiveness’

BIBLIOGRAPHY

Ahmad, S. and Bashir, S. (2022). Cross-cultural perspectives on transformational leadership: Evidence from Pakistan and beyond. *Journal of Leadership Studies*, 16(2), pp.120-136.

Al-Fardan, T., Mohamed, H. I., and Al-Sulaiti, K. (2022). *Leadership in multicultural environments: A Gulf Cooperation Council perspective*. *International Journal of Cross-Cultural Management*, 22(1), 32–48.

Alqatawenh, A. S. (2022). Transformational leadership and team resilience: A framework for navigating organizational crises. *Leadership Quarterly*, 33(5), 101-121.

Avolio, B. J., and Gardner, W. L. (2005). Authentic leadership development: Getting to the root of positive forms of leadership. *The Leadership Quarterly*, 16(3), 315-338.

Avolio, B. J., and Gardner, W. L. (2021). Authentic leadership and employee engagement: Building ethical organizations. *Leadership Quarterly*, 32(1), 101–115.

Avolio, B. J., and Yammarino, F. J. (2013). *Transformational and charismatic leadership: The road ahead*. Emerald Group Publishing.

Avolio, B.J. and Bass, B.M. (2004). *Multifactor leadership questionnaire: Third edition manual and sampler set*. Mind Garden.

Avolio, B.J., Walumbwa, F.O. and Weber, T.J., 2009. Leadership: Current theories, research, and future directions. *Annual review of psychology*, 60(1), pp.421-449.

Avolio, B.J., Wang, G. and Zhu, W. (2023). Transformational Leadership: A Meta-Analytic Review of Its Effects on Employee Outcomes. *Journal of Applied Psychology*. Available at: <https://doi.org/10.1037/apl0000956> [Accessed 31 Dec 2024].

Bakker, A.B. and Demerouti, E. (2020). Job Demands–Resources Theory: Taking Stock and Looking Forward. *Journal of Occupational Health Psychology*, 25(3), pp.300-311.

Bartsch, S., Weber, E., Büttgen, M. and Huber, A., 2021. Leadership matters in crisis-induced digital transformation: how to lead service employees effectively during the COVID-19 pandemic. *Journal of service management*, 32(1), pp.71-85.

Bass, B. M., and Riggio, R. E. (2006). *Transformational leadership* (2nd ed.). Lawrence Erlbaum Associates.

Bass, B.M. (1985). *Leadership and Performance Beyond Expectations*. New York: Free Press.

Chen, Y., Wang, S. and Peng, J. (2020). Transformational leadership and employee creativity: A meta-analytic review. *Leadership Quarterly*, 31(6), 101388.

Çuhadar, M. and Rudnák, I. (2022). The Influence of Cultural Dimensions on Leadership Styles: A Comparative Study Across Countries. *Journal of Management Development*, 41(5), pp. 637-652.

Dansereau, F., Graen, G.B. and Haga, W.J. (1975). A vertical dyad linkage approach to leadership within formal organizations: A longitudinal investigation of the role making process. *Organizational Behavior and Human Performance*, 13(1), pp.46-78. Available at: [https://doi.org/10.1016/0030-5073\(75\)90005-7](https://doi.org/10.1016/0030-5073(75)90005-7).

De Clercq, D., Rahman, Z. and Haq, I. (2022). Resilience and innovation: The role of transformational leadership in the USA. *Journal of Organizational Behavior*, 43(3), pp.456-470.

de Oliveira Carvalho, C., 2020. Women, business and the law 2020.

Deci, E. L., and Ryan, R. M. (2000). The "what" and "why" of goal pursuits: Human needs and the self-determination of behavior. *Psychological Inquiry*, 11(4), 227-268.

Deci, E. L., and Ryan, R. M. (2020). Intrinsic motivation and self-determination in organizations: Implications for transformational leadership. *Motivation Science*, 6(4), 312–328.

Dirani, K.M., Abadi, M., Alizadeh, A. and Barhate, B. (2020). Leadership competencies in the era of COVID-19: A systematic review. *Journal of Management Development*, 39(5), pp.661–678.

Du, J., et al. (2023). Emotional intelligence and transformational leadership: Enhancing organizational performance. *Journal of Business Research*, 153, 45–57.

Du, J., Wang, Z., and Li, J. (2023). Innovation-driven strategies in competitive markets: Lessons from global technology firms. *Strategic Management Journal*, 44(1), 120–138.

Du, J., Zhang, X., and Li, Y. (2023). Emotional intelligence in transformational leadership: Enhancing decision-making and employee engagement. *Journal of Business Research*, 157, 113-127.

Du, J., Zhou, Z., and Zhao, Y. (2023). Emotional intelligence and transformational leadership: A meta-analytic review. *The Leadership Quarterly*, 34(1), 1–15.

Edmondson, A. C. (2018). *The Fearless Organization: Creating Psychological Safety in the Workplace for Learning, Innovation, and Growth*. Wiley.

ElKordy, M. (2021). Cultural intelligence and transformational leadership in the UAE. *Middle East Journal of Management*, 8(4), pp.294-315.

Evans, M.G. (1970). The situational nature of leadership. *Academy of Management Journal*, 13(4), pp.309-319. Available at: <https://doi.org/10.5465/255256>.

Goleman, D. (1998). *Working with emotional intelligence*. Bantam Books.

Graen, G.B. and Uhl-Bien, M. (1995). Development of leader-member exchange (LMX) theory of leadership over 25 years: Applying a multi-level multi-domain

perspective. *The Leadership Quarterly*, 6(2), pp.219-247. Available at: [https://doi.org/10.1016/1048-9843\(95\)90036-5](https://doi.org/10.1016/1048-9843(95)90036-5).

Hoch, J.E., Bommer, W.H., Dulebohn, J.H. and Wu, D.M. (2022). Do Transformational Leaders Enhance Follower Creativity? A Meta-Analytic Review of Leader-Follower Interactions. *Journal of Leadership and Organizational Studies*, 29(3), pp. 295-309.

Hofstede Insights (2021). *Country Comparison: Pakistan vs USA vs UAE*. Available at: <https://www.hofstede-insights.com/country-comparison/pakistan,the-usa,the-uae/> [Accessed 31 Dec 2024].

Hofstede Insights. (2020). Country comparison: Pakistan, UAE, and USA. Retrieved from www.hofstede-insights.com

Hofstede Insights. (2022). Country comparison: Cultural dimensions of Pakistan. Retrieved from <https://www.hofstede-insights.com>

Hofstede, G. (1980). *Culture's Consequences: International Differences in Work-Related Values*. Beverly Hills: Sage Publications.

Hofstede, G., 1991. *Cultures and organizations: Software of the mind*. McGraw Hills.

Hofstede, G., Hofstede, G. J., and Minkov, M. (2010). *Cultures and organizations: Software of the mind* (3rd ed.). McGraw-Hill.

House, R.J., Hanges, P.J., Javidan, M., Dorfman, P.W. and Gupta, V. (2004). *Culture Leadership Across the World: The GLOBE Book of In-Depth Studies of Culture Leadership*. Sage Publications.

House, R.J., Hanges, P.J., Javidan, M., Dorfman, P.W. and Gupta, V. eds., 2004. *Culture, leadership, and organizations: The GLOBE study of 62 societies*. Sage publications.

Iqbal, M., Anwar, M.N. and Khan, M.A. (2015). Bureaucratic Inefficiencies: An Analysis of Public Sector Organizations in Pakistan. *Pakistan Journal of Social Sciences*, 35(2), pp. 789-798.

Judge, T.A. and Piccolo, R.F. (2004). Transformational and Transactional Leadership: A Meta-Analytic Test of Their Relative Validity. *Journal of Applied Psychology*, 89(5), pp.755-768.

Katou, A.A. (2024). The Impact of Transformational Leadership on Organizational Performance at the Ministry of Youth and Sports. *Pakistan Journal of Life Sciences*, 2, pp.12139-12145. Available at: https://pjlss.edu.pk/pdf_files/2024_2/12139-12145.pdf [Accessed Date].

Khan, S., Yousaf, A., and Shoaib, M. (2019). Transformational leadership and employee performance in Pakistan's public sector: The mediating role of job satisfaction. *Asian Journal of Management*, 10(4), 423-437.

Khilji, S. E. (2003). To adapt or not to adapt: Exploring the role of national culture in human resource management. *International Journal of Cross-Cultural Management*, 3(1), 109–132.

Lemoine, G.J., Hartnell, C.A. and Leroy, H. (2019). Taking stock of moral approaches to leadership: An integrative review of ethical, authentic, and servant leadership. *Academy of Management Annals*, 13(1), pp.148–187.

Mansoor, Z., Ahmed, S. and Khan, N. (2022). Paternalistic leadership in Pakistan: Transformational dynamics in a collectivist culture. *Asian Journal of Business Ethics*, 11(1), pp.52-68.

Mellahi, K., Frynas, J.G., Sun, P.Y.T. and Siegel, D.S. (2016). A Study of Corporate Governance in Emerging Markets: Evidence from UAE Firms. *Journal of Business Research*, 69(3), pp. 1190-1200.

Miller, J., Smith, K., and Evans, L. (2024). The ethics of AI and data privacy: Balancing innovation and regulation. *Journal of Business Ethics*, 180(1), 45–62.

Northouse, P. G. (2021). *Leadership: Theory and practice* (9th ed.). Sage Publications.

Rahman, Z., Ali, S., and Zafar, H. (2023). Corporate sustainability practices in Pakistan: A case study approach. *South Asian Journal of Management*, 30(2), 175–192.

Rosing, K., Frese, M. and Bausch, A. (2011). Corporate Entrepreneurship: A Model for Integrating Innovation Strategies into Organizational Processes. *Journal of Business Venturing*, 26(3), pp. 357-372.

Shahid, A. (2024). Transformational Leadership: Are Leaders Open to a New “CALL”? Challenges Adaptation Leadership Learning. *Open Journal of Business Management*, 12(12), pp. 3806-3822 [Online]. Available at: <https://www.scirp.org/journal/paperinformation.aspx?paperid=136799> [Accessed Date].

Siddiqui, F., and Ahmed, K. (2020). Leadership in Pakistan: Bridging traditional practices with modern business demands. *Asian Journal of Leadership Studies*, 12(3), 101–117.

Siddiqui, R., and Ahmed, S. (2020). Economic development and corporate sustainability in Pakistan: Challenges and opportunities. *South Asian Journal of Business Studies*, 9(3), 298–312.

Singh, P., Kumar, R., and Verma, S. (2021). Cross-cultural leadership in multinational organizations: Insights from emerging markets. *Leadership and Organization Development Journal*, 42(5), 770–783.

Smith, R., and Jones, P. (2023). Corporate social responsibility and consumer behavior: Insights from the USA. *Marketing Management Journal*, 29(1), 34–50.

Syed, J., 2008. A context-specific perspective of equal employment opportunity in Islamic societies. *Asia Pacific Journal of Management*, 25(1), pp.135-151.

Taylor, E., Johnson, D., and Walker, C. (2023). Organizational resilience in a post-pandemic world: Lessons learned and future directions. *Academy of Management Perspectives*, 37(2), 204–222.

Walumbwa, F.O., Wang, P., Wang, H., Schaubroeck, J.M. and Avolio, B.J. (2007). Transformational Leadership and Employee Work Outcomes: The Mediating Role of Collective Efficacy. *Journal of Organizational Behavior*, 28(8), pp. 935–950.

Wang, G., Oh, I.S., Courtright, S.H. and Colbert, A.E. (2011). Transformational Leadership: A Meta–Analytic Review and Future Research Directions. *The Leadership Quarterly*, 22(1), pp. 5–27.

Wang, H., Oh, I.-S., Courtright, S. H., and Colbert, A. E. (2020). Transformational leadership and performance across criteria and levels: A meta-analytic review of 25 years of research. *Group and Organization Management*, 45(2), 223–270

APPENDIX A

THEMATIC ANALYSIS TABLE

Table 1: Thematic Coding

Initial Codes	Categories	Themes
- Centralized decision-making - Private ownership - Top-down leadership	Leadership structure and decision-making culture	Theme 1: Structured Leadership in Dynamic Cultures
- Fast-paced, customer-focused - High-performance demands - Aggressive targets	Performance pressure and result orientation	
- Precision, control - Accountability	Performance control and hierarchical expectations	
- Consistency between words and actions - Leading by example - Transparency	Ethical leadership and integrity	Theme 2: Leading with Integrity and Trust
- Integrity - Empathy - Ethical behavior	Values-based leadership	
- Active listening - Feedback systems - Open communication - Regular meetings	Trust-building and communication strategies	

- Empowerment and autonomy - Safe space for innovation - Reward systems - Reduced micromanagement	Innovation environment	Theme 3: Empowering Employees for Innovation and Growth
--	------------------------	--

APPENDIX B

SEMI-STRUCTURED INTERVIEW

Demographic Questions

1. What is your current age?
2. What is your gender?
3. What is your highest level of education?
4. How many years of experience do you have in a leadership role?
5. What is your current job title?
6. How long have you been in your current organization?
7. In which country is your organization primarily based?
8. What is the size of your organization (e.g., number of employees)?
9. Which industry does your organization operate in?
10. How would you describe the organizational culture of your company?

Semi-Structured Open-Ended Questions

Inspirational Motivation

1. How do you articulate and communicate a compelling vision to your employees?
2. Can you share an example where your vision inspired employees to go beyond their usual performance?
3. How do you ensure your team remains motivated during challenging times?
4. What role does storytelling or personal experience play in inspiring your employees?

Intellectual Stimulation

5. How do you encourage creativity and innovation among your employees?

6. Can you describe a situation where you challenged conventional thinking in your organization?
7. How do you handle resistance to change within your team?
8. In what ways do you foster a learning-oriented culture in your organization?

Individualized Consideration

9. How do you identify and support the unique developmental needs of your employees?
10. Can you share an instance where you mentored or coached an employee for career growth?
11. What strategies do you use to create a work environment that supports individual employee growth?
12. How do you balance individual needs with organizational goals?

Idealized Influence

13. How do you lead by example in your organization?
14. What core values do you emphasize in your leadership approach?
15. Can you recall a time when your ethical stance influenced a major organizational decision?
16. How do you maintain trust and credibility among employees and stakeholders?

Additional Questions

17. How do you handle ethical dilemmas while making strategic decisions?
18. Can you share an example where your leadership inspired employees to act with integrity?
19. How do you reinforce a strong ethical culture in your organization?
20. In what ways do you ensure consistency between your words and actions as a leader?

21. How do you respond when your leadership decisions are questioned by employees or stakeholders?
22. How do you foster a sense of shared purpose and mission among your employees?
23. Can you describe a moment where you had to make a difficult decision that aligned with your values despite opposition?
24. How do you ensure that employees at all levels align with the organization's ethical standards?
25. What steps do you take to create a culture of accountability within your organization?
26. How do you measure the impact of your leadership on organizational trust and credibility.

APPENDIX C

RESEARCH INFORMED CONSENT

TITLE OF STUDY

PRIMARY RESEARCHER

PURPOSE OF STUDY

PROCEDURES

CONFIDENTIALITY

Please do not write any identifying information.

Every effort will be made by the researcher to preserve your confidentiality including the following:

- Assigning code names/numbers for participants that will be used on all research notes and documents
- Keeping notes, interview transcriptions, and any other identifying participant information in a locked file cabinet in the personal possession of the researcher.

CONTACT INFORMATION

If you have questions at any time about this study, or you experience adverse effects as the result of participating in this study, you may contact the me whose contact information is provided on the first page. If you have questions regarding your rights as a research

participant, or if problems arise which you do not feel you can discuss with me directly by telephone at xxxxx or at the following email address xxxxx

VOLUNTARY PARTICIPATION

Your participation in this study is voluntary. It is up to you to decide whether or not to take part in this study. If you decide to take part in this study, you will be asked to sign a consent form. After you sign the consent form, you are still free to withdraw at any time and without giving a reason. Withdrawing from this study will not affect the relationship you have, if any, with the researcher. If you withdraw from the study before data collection is completed, your data will be returned to you or destroyed.

CONSENT

I have read and I understand the provided information and have had the opportunity to ask questions. I understand that my participation is voluntary and that I am free to withdraw at any time, without giving a reason and without cost. I understand that I will be given a copy of this consent form. I voluntarily agree to take part in this study.

Participant's Signature_____ **Date** _____

Researcher's Signature_____ **Date** _____