LABOR PSYCHOLOGY, ENGINEERING PSYCHOLOGY, COGNITIVE ERGONOMICS

# Linking Leader's Avoidant Behavior to Counter productive work behavior: A Mediated Moderated Model

## Irfan Saleem[1,2]* , Shumaila Zamir[2]

[1] Sohar University, Oman, Suhar Sultanate of Oman
[2] University of Central Punjab Lahore, Lahore, Pakistan

*Corresponding author: isaleem@su.edu.om

## Abstract

**Introduction**. Extant research has focused on the antecedents of culture, suggesting that a group's culture results from internal and external changes experienced by the group members or successfully transferred by the group leader. The current study aims to understand leaders' role in shaping organisational culture based on their behaviour in temporary work settings. Research to date has mostly focused on leadership styles, not behaviours such as Avoidant behaviour, and yet to examine How leaders' behaviours influence Individual and Organizational Outcomes in project-based firms. **Methods**. Two hundred ninety-seven leaders and followers (project manager and team members) from Lahore and Islamabad's NGOs participated in the study. **Results**. A leader's avoidant behaviour positively impacts conflict culture, which affects the individual's performance and organisational well-being. Results identified that CC is a product of behaviour that positively influences counterproductive work behaviour. The present research cannot prove moderation with suggested relations, but direct results unfold the interesting facet. **Discussion**. The research has found consistent results concerning previous studies. The research has also contributed theoretically and contextually. The research has implications for companies, leaders, and employees. Future researchers might broaden the study's scope by incorporating other constructs, such as employee promotive voice.

## Keywords

leader's behaviour, conflict culture, group culture, negative and positive deviance, project managers, non-government organisations (NGO)

LABOR PSYCHOLOGY, ENGINEERING PSYCHOLOGY, COGNITIVE ERGONOMICS

## For citation

## Introduction

Surrounded by organisational sciences, the topic of conflict has been a constant obsession with organisation theories (Jaffee, 2007). Right from evolution till now, every school of thought has recognised the inherent intricacies of human firms and their relevant conflicts. Conflict culture is considered to be a social phenomenon as it is unavoidable in any organisational setting. Cc is a mixture of formal and informal practices. It may also emerge from the compositional process, which holds some cultures such as collaborative conflict culture (which holds constructive dialogues and negotiation), dominating conflict culture (where organisational members try to outwit each other and seek competition), and avoidant conflict culture, in which members collectively suppress the feeling of negotiation and withdraw from conflict.

Despite that, cultures continuously provide implicit guidelines for people to contemplate, sense, and act in groups. Previous literature defines conflict management approaches but cannot connect the leader's positive and negative behaviours to address organisational conflict (Gelfand, Leslie, Keller & de Dreu, 2012). This is because the leader has the authority and power to impress and suppress the followers, which may lead towards various organisational conflicts Kim & Toh (2019). A leader's behaviours can be perceived differently by the leader and his/her followers. Therefore, our exploration offers an essential insight into previous leadership studies' findings concerning CC.

The current study focuses on a leader's avoidant behaviour. It highlights its importance in Conflict Culture by illustrating leadership failures that missing subtle cues and subsequent role expectations within a team may cause. In doing so, we accept but also look beyond the significance of a leader's self-awareness and self-knowledge (Gardner, Avolio, Luthans, May, & Walumbwa, 2005; Peus, Wesche, Streicher, Braun, & Frey, 2012). The core assumption of this behaviour is to avoid disputes and to maintain harmony among the group, as it "strives to maintain the status quo through delay, indifference and absence" (Sims, Carter & Peralta, 2021).

As avoidant behaviour might boost harmony-seeking, such as unity among group members (Leung, Brew, Zhang, & Zhang, 2011) and at the same time may undermine feelings of self-worth and well-being, such as promotion, etc. (De Dreu, Van Dierendonck, & Dijkstra, 2004), which lead towards negative organisational consequences.

In light of the proceeding argument and to narrow these gaps in existing literature, current research's central research question is whether and how conflict culture relates

LABOR PSYCHOLOGY, ENGINEERING PSYCHOLOGY, COGNITIVE ERGONOMICS

with Leader avoidant behaviour and Counterproductive work Behavior. In line with this, firstly researcher believes that leadership traits are not fixed. Instead of as human beings, individuals are blessed by God to learn required leadership behaviours (Gelfand et al., 2012) as per the requirements of organisational culture. And researcher argues that a leader disproportionally influences the group culture based on their particular attitude and behaviour. Secondly, researchers believe subordinates have limited power to challenge the organisational culture. At the same time, dynamic leaders customise their behaviours and act accordingly to transform the corporate culture to achieve organisational goals.

Drawing on these assumptions, the researcher uses the philosophy of organisational theories (Jaffee, 2007) and contingency theory (Vroom & Yetton) as our underpinning theories. Following these theories, conflict has always been a salient part of organisational culture, and from Weber's bureaucracy and scientific management to open systems theory, researchers discussed various conflict practices to manage it effectively. Likewise, contingency theory (Vroom & Yetton, 1973) discusses the decision-making and behaviours or leadership style, which defines no best way to organise or lead the firm. One behaviour or leadership style may prove efficient in one situation and fail in another one. Therefore, the researcher hypothesised that avoidant behaviour will be negatively associated with conflict culture, but cc is positively linked with CPB. The researcher will test the conflict culture hypotheses using the concept of a leader's diverse/conflicting behaviours, such as avoidant, which refers to the suppressed environment regarding a leader who shapes and transforms the culture with norms variance (Gelfand et al., 2012; Mustafa, Saleem & Dost, 2021).

This study will also be helpful for an organisation for an in-depth understanding of leaders' avoidant behaviour concerning conflict culture and its effects on organisational and individual levels. Here researcher will gather the data from the project-based organisations as these organisations are in line with the concept that a leader with avoidant behaviour avoids every situation to get rid of disputes which ultimately generates the conflict culture and its adverse effects such as CPWB because avoidant behaviour affects safety behaviour (Liu, Mei, Jiang, Wu, Liu, & Wang, 2021). In project-based organisations, behaviours and consequences can be assessed and measured more regularly than in permanent organisations. In temporary project-based organisations, projects start and finish within time, and teams start working on new projects. There is a regular flow of projects. Therefore leader's and followers' behaviours can be evaluated quickly.

The rest of the study is structured as follows. In section two, the researcher will establish the study's theoretical framework by explaining how a leader's past cultural experience and different behaviours will help them generate a new culture and elucidate the consequences of conflict culture. In the third section, the researcher will explain the data and methods in detail.

LABOR PSYCHOLOGY, ENGINEERING PSYCHOLOGY, COGNITIVE ERGONOMICS

### *Hypothesis Development*

According to Gelfand et al. (2006), ownership greatly influences an organisational culture. A recent study by Kim & Toh (2019) explored and asserted that a leader's traits successfully influence the new group culture. The traits may change per circumstance and open up new dimensions for other scholars to explore collaborative, dominating and avoidant behaviours. Likewise, (Gelfand et al., 2012) asserted that leaders theorised their normative ways to generate and handle the new culture and individually exhibited the salient role of leader's behaviours. Likewise, as our focus is on the leader's avoidant behaviour, the researcher also takes support from the prior work of Lewin, Lippitt, & White (1939). The leader's behaviour is the primary force which will help generate a new culture, which can be conflict culture. Although there are diverse sets of practices which an individual can have, our study focuses on one of the salient behaviours.

Avoidant behaviour inclines to shy away from conflicts, suppress the feelings of fights and try to maintain harmony among groups (Gelfand et al., 2012), and is acknowledged as a form of laissez-faire leadership (Liu et al., 2021). This behaviour's normative parameter includes suppressing and avoiding open discussions by changing the subject. This behaviour is geared up by the top management, such as leaders, as revealed by Perlow (2003). She discussed an online education enterprise called Versity, where conflict avoidance behaviours and norms started from the top management. She defined that the senior management and founders of Versity willingly indulged in acts which avoided the conflict by spreading a custom to quietness, which was deliberately set by the CEO to gain support. This deliberate silence provided ultimate success to business because when employees do not indulge in useless talks, it leads to work effectiveness.

A leader's avoidant behaviour is a kind of self-protection; this behaviour exercises order and control, avoids disputes and tries to maintain harmony in groups (Gelfand, Leslie & Keller, 2008), and hindrance to conflict culture. So, drawing on these assumptions, the researcher hypothesised that:

### *H1: Leader's avoidant behaviour will be negatively associated with CC.*

Conflict culture is inherent and unavoidable in any organisational setting, even a salient part of national culture (Da'as & Zibenberg, 2021). In conflict culture, members continuously work opposite to each other by sabotaging and pushing back to win the situation. Conflict Culture occurred not only in traditional firms and modern organisations but also in different settings, i.e. in political establishments such as the democratic presidential elections of the US in 2008, which showed that Obama people were known to be collaborative and non-defensive (Tumulty, 2008 ). On the other hand, the Hillary Clinton team is known to be dominant behaviour (Karabuschenko, Pilishvili, & Shtyrev, 2021). According to Klein & Kozlowski (2000), Conflict culture is guided by organisational members' behaviours and attitudes, such as top management, because conflict cultures

LABOR PSYCHOLOGY, ENGINEERING PSYCHOLOGY, COGNITIVE ERGONOMICS

might develop by composition procedures. Conflict culture may emerge from the composition of leadership behaviour, such as avoidant behaviour.

In addition, conflict culture is a product of a leader's different behaviours (Gelfand et al., 2012). Put differently, a leader's actions are the critical drivers of conflict culture. Among numerous behavioural consequences of CC, one of the specific relevant outcomes is norm deviation (Gelfand et al., 2006), such as counterproductive work behaviour.

The current research expands the conflict culture literature by demonstrating that conflict culture decreases both negative and positive forms of deviance about the organisational context at an individual level. To do so, the researcher emphasises counterproductive work behaviour, a kind of negative deviance of individuals in the group. From an organisational perspective, negative workplace deviance refers to "voluntary behaviour that violates significant organisational norms and in so doing threatens the well-being of an organisation, its members, or both" (Robinson & Bennett, 1995, p. 556). CWB comprises intentional harmful and violent acts done by employees which lead towards loss of well-being of an organisation, such as theft alone, causing to loss of billions of dollars annually (Pletzer, Bentvelzen, Oostrom & De Vries, 2019). Biased organisational treatment leads toward enhanced counterproductive work behaviour (De Clercq, Kundi, Sardar, & Shahid, 2021; Uchaev & Alexandrov, Yu., 2022).

Many behaviours and emotions are connected with CWB, such as fury and rage, that point towards cognition and instigation. According to Barling, Dupré & Kelloway (2009) and Bowling, Burns, Stewart & Gruys (2011), such behaviour has serious adverse effects on the achievement and well-being of the organisation. Thus researcher can hypothesise that:

## *H2: Conflict Culture will be positively associated with CWPB.*

The current research expands the conflict culture literature by demonstrating that conflict culture increases negative forms of deviance to the organisational context at an individual level. To do so, the researcher emphasises counterproductive work behaviour, a kind of negative deviance of individuals in the group. From an organisational perspective, this behaviour refers to "voluntary behaviour that violates significant organisational norms and threatens the well-being of an organisation" (Robinson & Bennett, 1995, p. 556). In addition, the theory of job burnout provides ways to incite deviant workplace behaviour (Lubbadeh, 2021).

CPWB comprises intentional harmful and violent acts done by employees which lead to the loss of an organisation's well-being (Pletzer et al., 2019). Many other behaviours and emotions are connected with CWB, such as fury rage, which points towards cognition and instigation.

In conflict culture, members continuously work opposite to each other by sabotaging and pushing back to win the situation. Conflict culture may emerge from the composition of leadership behaviours such as avoidant behaviour. A leader's avoidant behaviour is a kind of self-protection; this behaviour exercises order and control, avoids disputes

LABOR PSYCHOLOGY, ENGINEERING PSYCHOLOGY, COGNITIVE ERGONOMICS

and tries to maintain harmony in groups (Gelfand et al., 2008). Likewise, a Leader who emphasises absolute unity (Amanatullah et al., 2008; Gelfand et al., 2012) exercises this behaviour and doesn't deal with disputes openly, which shows that CC paves the way to negative deviance. So, based on this perspective, the researcher assumes that CC provides the cushion to explain the association between Avoidant behaviour and CWP. By avoiding the conflict leader practices avoidant behavior, which gives room to negative deviance called CWB. Thus researcher can hypothesise that:

### H3: CC mediates the relationship between the Leader's Avoidant behaviour and CWB.

Norms identify the values and ethics of the group members. Norms are the directions concerning the right, decent and normative way to behave in the interpersonal context (Zhang, Akhtar, Zhang & Rofcanin, 2019). Interpersonal ethical norms exercise the particular feelings of ethical obligations to engage in inappropriate behaviour; or other words, they give a moral voice to an individual (Ajzen, 1991). Voice is also unique and inherently challenging (Vandewalle, Van Dyne & Kostova,1995) because it gives the ultimate direction, which might result in enhanced visibility (Stamper & Van Dyne, 2001). The researcher will use the voice norm as a moderator to ease the relationship between the CC and CWPB.

Organisational conflict history is a history of change and tension, later generated through people's capacity to fight with structural restraints. And former is created through logical reasoning. Conflict culture is dangerous and needs to be bottled up for the prosocial goal of maintaining harmonious relationships (Gelfand et al., 2012). Likewise, negative work deviance, such as counterproductive work behaviour, threatens organisational well-being, but in the current study, the researcher postulates that voice norm might not strengthen their relationship.

Voice scholars have concentrated on situations where input from workforces can be supportive of the organisation, whereas giving less importance to situations where employees are voicing forth their own legitimate interests, which might be at odds with the interests of the firm (Jul, Xu, Qin, & Spector, 2019). It is also fair to say that voice researchers have largely overlooked this aspect in relation to the role of formal voice mechanisms or institutional structures in enabling voice. So researchers postulate that normative behaviour to handle conflict and negative behaviour includes accommodating or soothing approaches such as providing a cushion in the form of voice. Among the budding literature, many studies have recognised abusive supervision as an antecedent to CWB (Jul et al., 2019). But, current research expands the Voice Norm literature by demonstrating that VN may be negatively connected to conflict culture and counterproductive work behaviour, giving room to a beneficial and healthy working environment free from conflict and dangerous behaviour. Taken together, the researcher can hypothesise that:

### H4: Voice Norm moderates the relationship between CC and CPWB.

LABOR PSYCHOLOGY, ENGINEERING PSYCHOLOGY, COGNITIVE ERGONOMICS

**Figure 1**
*Theoretical model*
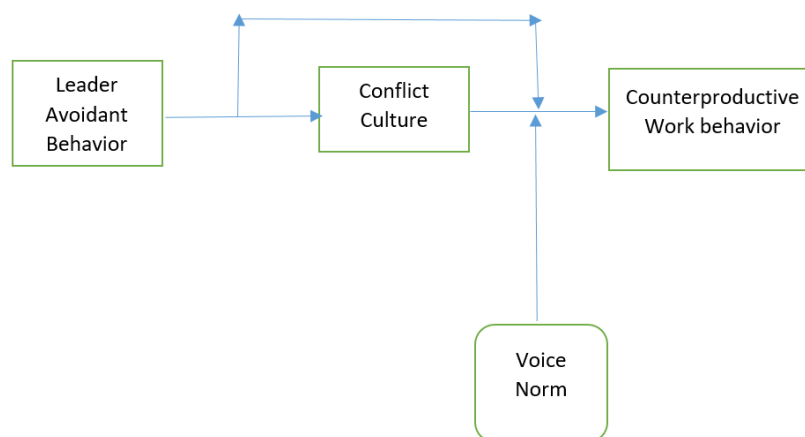


# Methods

## Research Methodology

Research methodology enables the reader to critically assess the study's overall reliability and validityHair, Black, Babin & Anderson, 2010). It includes surveys, interviews, questionnaires, and statistical procedures. Therefore, this segment contains research design, sample design, population, instruments, data collection procedures, and data analysis techniques. In the current research, the researcher intends to elucidate the distinction between groups as the hypothesis is tested. Consequently, the researcher explained the casual association among variables, measured the effect of independent variables on dependent variables, and ran SEM (Structure Equation Modelling).

The researcher used the survey approach to get the data from the population. One of the main advantages of using this approach as it is widely accepted and facilitates the researcher to a large extent (Bell, Fairbrother & Jones, 2019). In the current study, the researcher considered the NGOs of Pakistan, geographically based in Punjab province (Lahore and Islamabad) and tried to understand their impact on our society. Data was acquired from international and indigenous NGOs concerning areas of healthcare, education, child care, human and youth development, and women empowerment.

Moreover, the researcher was expecting 3 to 5 project teams in each NGO (Shah, Bari & Ejaz, 2005), so based on the formula given on the website, the researcher had computed 297 an appropriate sample size, i.e. 297 dyads (Confidence level 5%, confidence interval 95% and population 1300) to deal with various research biases as reported (Shah, Bari &

LABOR PSYCHOLOGY, ENGINEERING PSYCHOLOGY, COGNITIVE ERGONOMICS

Ejaz, 2005). This methodology was in line with our leader's avoidant behaviour as the project/team leader/manager joins the NGOs for a short period, rather than in regular firms where leaders/managers work for a more extended time and show no signs of conflict culture (Raziq et al., 2018). The data collection process took place in December after conducting the pilot test; the data was collected over a personally administrated questionnaire to get the required number of responses. This certified the non-response bias fixes the results accordingly. The questionnaire was dyadic; therefore, it consists of two parts, one for leaders and the other for followers, with clear instructions.

## Unit of Analysis

As the current research concentrates on the dyadic relationship between project managers, dyadic association is the unit of analysis. The study needed to approach the specific sector, such as NGOs, in which project managers and employees have close and extensive daily interaction to complete their tasks (see Gelfand et al., 2012). Therefore, the data was collected from two salient stakeholders (the project managers and employees). This method is in line with the previous literature (Chang, Van Witteloostuijn, & Eden, 2020) suggested that successful data might be gathered from several sources such as leaders/managers, followers, customers, etc. The researcher used the cross-sectional approach to collect the data.

## Instruments

As a self-administrated questionnaire is designed, questionnaires are based on the Likert Scale, and items were valued at 1-5, 1-6 and 1-7, 1 signify strongly disagree. The wording of the instruments is slightly changed, such as branch manager to project manager. The First part contains eleven items, which measure the leader's conflicting/diverse behaviours by Gelfand et al. (2012), and the 2nd segment holds thirteen items, which measure Conflict Culture by Gelfand et al. (2012). The 3rd part contains twelve items, which measure Counterproductive Work Behavior by (Robinson & Bennett, 1995), and the last but not least part contains six items, which measure Employee Norm Voice by (Van Dyne & LePine, 1998).

## Control variables

A control variable is detained constant to clarify the association between independent and dependent variables because while testing, there could be some variables which might cause the variation in the dependent variable (Bernerth, Cole, Taylor & Walker, 2018). Consequently, the researcher controls these variables during an experiment to save the differences of dependent variables, which may occur because of independent variables. So, based on prior literature, the researcher considered controlling the three demographic variables of group leaders such as the leader's age, education, NGO type, number of projects, budget, employee's age, education and gender.

### *Reliability and validity Test of the Instruments*

Reliability of instruments evaluates and elucidates the stability and internal consistency of measures that to what extent the scale will produce identical outcomes at different times (Anderson, Black, Bavin and Hair, 2010; Kimber & Winterstein, 2008). Construct validity assures the items the study has operationalised to measure and provides the evidence that results achieved from the adapted items can fit the theories around which the test was calculated. This study utilised both ways to determine construct validity, such as convergent validity and discriminant validity (Hair Jr., Hult, Ringle, & Sarstedt, 2013; Vanderstoep & Johnston, 2009).

### *Data Analysis*

Data analysis is the procedure of cleansing, inspecting and transforming the data to discover useful information. The researcher used the Partial Least Square Structure Equation Modeling (PLS-SEM) statistical approach to analyse the quantitative data in the current study. PLS-SEM is the 2nd generation approach to SEM, which the researcher has used based on various reasons, such as it permits estimating multifaceted cause-effect association among latent variables. Specifically, PLS-SES can be applied in strategic management, marketing, and other social sciences research. Furthermore, PLS-SEM has no boundaries in terms of the interaction method used in moderation tests compared to other covariance techniques; therefore, it is perceived as a feasible efficient alternate way for testing the moderation effect (Esposito Vinzi,, Chin, Henseler, & Wang, 2010). The current study used Smart PLS v3.0 (Ringle et al., 2014) to determine the outer model, which includes the reliability, convergent validity and discriminant validity, and the inner model, such as the significance of the path coefficients, coefficient determination, the effect size and predictive relevance (Hair et al., 2013;).

### *Pilot/Preliminary Test*

Initially, a pilot test was conducted to check the validity and reliability of the survey instruments. Secondly, this test aids the researcher in anticipating the potential problems and adjusting when embarking on the actual research.

### *Validity Test*

To make sure how efficiently and effectively an instrument measures the construct/concept, validity was conducted. Consultations were made with the PhD supervisor and other PhD experts who had already worked on these measures. Additionally, some items were re-worded/re-phrased appropriately to measure the construct and be understood by potential respondents. An improved version of the instrument was distributed for the pilot test. Mostly in pilot tests, the sample size is generally small (Fink, 2003), though it could be increased up to 100 responses. So, 50 copies were randomly self-administrated,

LABOR PSYCHOLOGY, ENGINEERING PSYCHOLOGY, COGNITIVE ERGONOMICS

46 were collected, and 6 were not duly filled; therefore, 40 were responses preferred for analysis. The high response rate of about 76.7% was achieved due to the personal distribution and collection of questionnaires. This process ended within two weeks in September and October 2021.

### Reliability Test

Various tests are used to check reliability, but one of the most popular methods researchers use is Cronbach's alpha (Sekaran & Bougie, 2010). It specifies the extent to which replies of the respondents to all the items are consistent. After running a reliability test using SPSS, all the measures revealed a higher level of reliability, ranging from 0.72 to 0.95. This is in line with the threshold point that a Cronbach's alpha coefficient of 0.60 is considered average reliability, while a coefficient of 0.70 or above points out that the instrument has a higher level of reliability criterion (Hair Jr. et al., 2010; Sekaran & Bougie, 2010).

**Table 1**
*Reliability Test*

| Constructs | Number of Items | Cronbach's Alpha |
|---|---|---|
| Counterproductive work Behavior | 12 | .911 |
| Leader Conflict Behavior | 11 | .785 |
| Conflict Culture | 13 | .805 |
| Voice Norm | 6 | .860 |

## Results

The means, standard deviations, and correlations among study variables are reported in Table 2.

**Table 2**
*Descriptive Statistics*

| | Mean | S.D | CC | LBA | CWB | VN |
|---|---|---|---|---|---|---|
| CC | 3.23 | .692 | 1 | | | |
| LBA | 3.16 | .956 | .207** | -.092 | | |
| CWB | 2.98 | 1.282 | .140* | .070 | .341** | |
| VN | 4.81 | 1.125 | .160** | .108 | -.045 | 1 |

**Note:** *CC = Conflict Culture, LBA = Leadership Behavior Avoidant, CPWB = Counterproductive Work Behavior, VN = Voice Norm.*

LABOR PSYCHOLOGY, ENGINEERING PSYCHOLOGY, COGNITIVE ERGONOMICS

An initial examination of the descriptive statistics table proposes that multicollinearity is not an issue because correlations among variables are in accordance with the threshold parameter. As per Hair Jr et al. (2010) and Pallant (2010), multicollinearity occurs when the correlation among variables is 0.9 and higher, and results in the correlation matrix showed that none of the variables is highly correlated with any other exogenous variable. The researcher also performed a multicollinearity test to observe each independent variable's variance inflation factor (VIF). It is obvious from the results that Tolerance scores fall under the range and the VIF. Consequently, no multicollinearity does exist in this study.

The values of the outer model are reported in Table 3.

**Table 3**
*Loadings, Reliability and Convergent Validity Values*

| Vari-ables | Items | Loadings | Cron-bach's Alpha | CR | AVE | Discriminant Validity? |
|---|---|---|---|---|---|---|
| CC | CC10 | 0.599 | 0.808 | 0.852 | 0.4.45 | Yes |
| | CC11 | 0.578 | | | | |
| | CC12 | 0.691 | | | | |
| | CC13 | 0.629 | | | | |
| | CC5 | 0.534 | | | | |
| | CC6 | 0.552 | | | | |
| | CC7 | 0.608 | | | | |
| | CC8 | 0.665 | | | | |
| | CC9 | 0.756 | | | | |
| CPWB | CWB10 | 0.764 | 0.913 | 0.926 | 0.535 | Yes |
| | CWB11 | 0.724 | | | | |
| | CWB12 | 0.598 | | | | |
| | CWB2 | 0.63 | | | | |
| | CWB3 | 0.665 | | | | |
| | CWB4 | 0.772 | | | | |
| | CWB5 | 0.81 | | | | |
| | CWB6 | 0.79 | | | | |
| | CWB7 | 0.783 | | | | |
| | CWB8 | 0.667 | | | | |
| | CWB9 | 0.806 | | | | |
| LAB | LAB10 | 0.799 | 0.721 | 0.82 | 0.535 | Yes |
| | LAB11 | 0.795 | | | | |
| | LAB8 | 0.603 | | | | |
| | LAB9 | 0.711 | | | | |

LABOR PSYCHOLOGY, ENGINEERING PSYCHOLOGY, COGNITIVE ERGONOMICS

| Vari-ables | Items | Loadings | Cron-bach's Alpha | CR | AVE | Discriminant Validity? |
|---|---|---|---|---|---|---|
| VN | VN1 | 0.567 | 0.86 | 0.863 | 0.519 | Yes |
| | VN2 | 0.639 | | | | |
| | VN3 | 0.688 | | | | |
| | VN4 | 0.631 | | | | |
| | VN5 | 0.859 | | | | |
| | VN6 | 0.88 | | | | |

**Note:** *CC = Conflict Culture, LBA= Leadership Behavior Avoidant, CPWB = Counterproductive Work Behavior, VN = Voice Norm CR=Composite Reliability, AVE = Average Variance Extracted.*

The next step was to evaluate the inner (structural model) and outer model (measurement model) with the aid of PLS-SEM (Hair Jr. et al., 2013) by running the Factor analysis. Put another way, PLS-SEM is used to analyse direct relations among variables along with mediation and moderation association. Valuation of the measurement model deals with the measurement of the element, which defines how well the items are loaded theoretically and ensures that indicators are valid and reliable. In PLS-SEM analysis, validity and reliability are the two main criteria used to evaluate the outer model (Hair Jr. et al., 2013; Ramayah, Lee & In, 2011). Results showed that values of Cronbach's Alpha and (CR) composite reliability are up to the recommended threshold point (Hair Jr. et al., 2013), such as 0.759 to 0.925, indicating the measurement model's reliability. Next comes the Convergent validity (CV), and AVE value defines an adequate CV. AVE values range from 0.501 to 0.589, meaning the CV is established.

The values of the discriminant validity are presented in Table 4.

**Table 4**

*Discriminant Validity*

| Variables | CC | CPWB | EVN | LBA |
|---|---|---|---|---|
| | CC | CWPB | LAVB | VN |
| CC | 0.627 | | | |
| CWPB | 0.207 | 0.732 | | |
| LAVB | 0.278 | 0.076 | 0.731 | |
| EVN | 0.042 | -0.097 | 0.078 | 0.72 |

**Note:** *CC = Conflict Culture, LBA = Leadership Behavior Avoidant, CPWB = Counterproductive Work Behavior, VN = Voice Norm.*

LABOR PSYCHOLOGY, ENGINEERING PSYCHOLOGY, COGNITIVE ERGONOMICS

Discriminant validity reveals to what extent measures are different from each other as explained theoretically (Hair Jr. et al., 2013), and the best conventional approach to measure DV is the Fornell-Larcker criterion (Hair Jr. et al., 2013). The current study presents the Fornell-Larcker Criterion assessment (discriminant values), the square root of AVE's each construct. AVE's square root in bold is larger than its highest construct's correlation compared to other constructs. After attaining a satisfactory outcome of the measurement model, the next step demands evaluation of the inner model (structural model).

## The Structural Model

After the establishment of the measurement model, the next turn is to assess the structural model's results. It involved evaluate the model's predictive capabilities and the associations among constructs. To assess the structural model, path coefficients need to be significant, predictive value, t-statistics and SE value (Hair et al., 2013).

## Direct Relationships

The current study provides a detailed picture of the outcomes by analysing the structural model in relation to the hypothesis test comprehensively from 1 to 4. The assessment of the inner model starts by examining the direct association between independent and dependent variables. The coefficient's path size was examined with the aid of the PLS-SEM Algorithm, and bootstrapping was run to investigate the significance of the relationships. The first model emphasises the direct connections between IV and DV, such as (H1 and H2). In 2nd model, the mediation analysis was run to analyse the mediation relations such as (H3). Then, in 3rd model, analysis for moderation was run to analyse the relationship among VN, CC and CPWB (H4).

**Figure 2**
*Measurement Model*
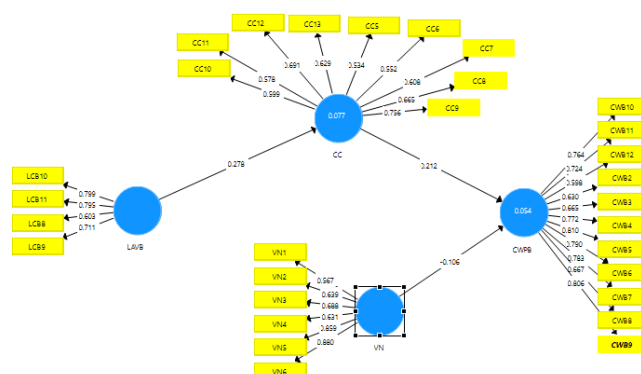
LABOR PSYCHOLOGY, ENGINEERING PSYCHOLOGY, COGNITIVE ERGONOMICS

Figure 3 reveals the bootstrap results that the relationship between an independent variable and Conflict Culture is significant with p <0.01. Similarly, another direct relationship between CC and CPWB is also substantial with 0.001. As β compares and defines the strength of the effect of each independent variable to the dependent variable. The higher the value of the β represents, the stronger the effect, such as (β. 0.297; t = 4.863**; p <0.0), which shows that H1 is supported. The researcher also proposed with the help of literature, that there is a positive association between two variables, and the results support the literature. Likewise, results revealed that H2 is supported (β. 0.231; t = 3.451**; p< 0.001), β value accounted for 23% of the variability, showing that conflict culture significantly impacts counterproductive work behavior, which means that CC gives cousin to employees to contributes to CPWB.

**Figure 3**
*Structural Model 1*
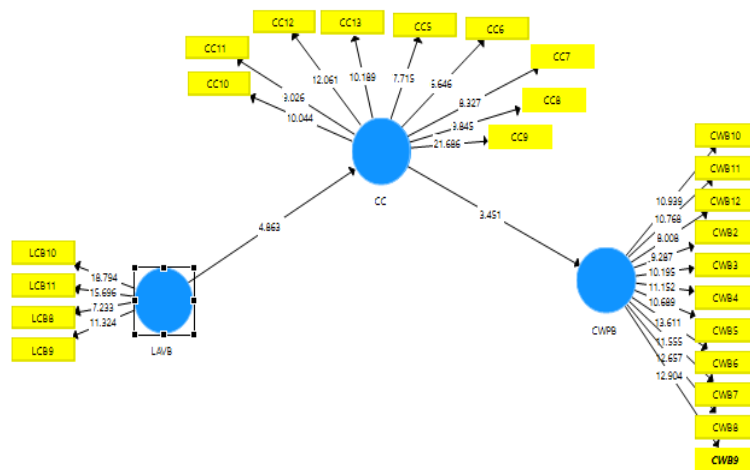


**Table 5**
*Results of Hypotheses Testing (Direct Relationships)*

| Hypotheses | Paths | β | S.E | T Statistics | P Values | Decision |
|---|---|---|---|---|---|---|
| H2 | CC -> CWPB | 0.231 | 0.061 | 3.451** | 0.001 | Supported |
| H1 | LAVB -> CC | 0.297 | 0.057 | 4.863** | 0.0 | Supported |

*Note.* * p < 0.1; ** p < 0.05; *** p < 0.01.

LABOR PSYCHOLOGY, ENGINEERING PSYCHOLOGY, COGNITIVE ERGONOMICS

## Mediation Test

In the 2nd model (Table 6), the mediation was introduced and assessed with relation to IV and DV, and the results reveal that mediation is supported (β. 0.067; t = 2.451**; p < 0.015), β value showed that CC accounted for 7% of the variability between leader's avoidant behaviour and CPWB, again this shows that CC is one of the causes to push the employees towards the destruction of an organisation.

**Table 6**
*Results of the Mediation Test*

| Hypotheses | Paths | β | S.E | T Statistics | P Values | Decision |
|---|---|---|---|---|---|---|
| H3 | LAVB -> CC -> CWPB | 0.067 | 0.023 | 2.451 | 0.015 | Supported |

**Note.** * p < 0.1; ** p < 0.05; *** p < 0.01.

**Figure 4**
*Structural Model 2*

LABOR PSYCHOLOGY, ENGINEERING PSYCHOLOGY, COGNITIVE ERGONOMICS
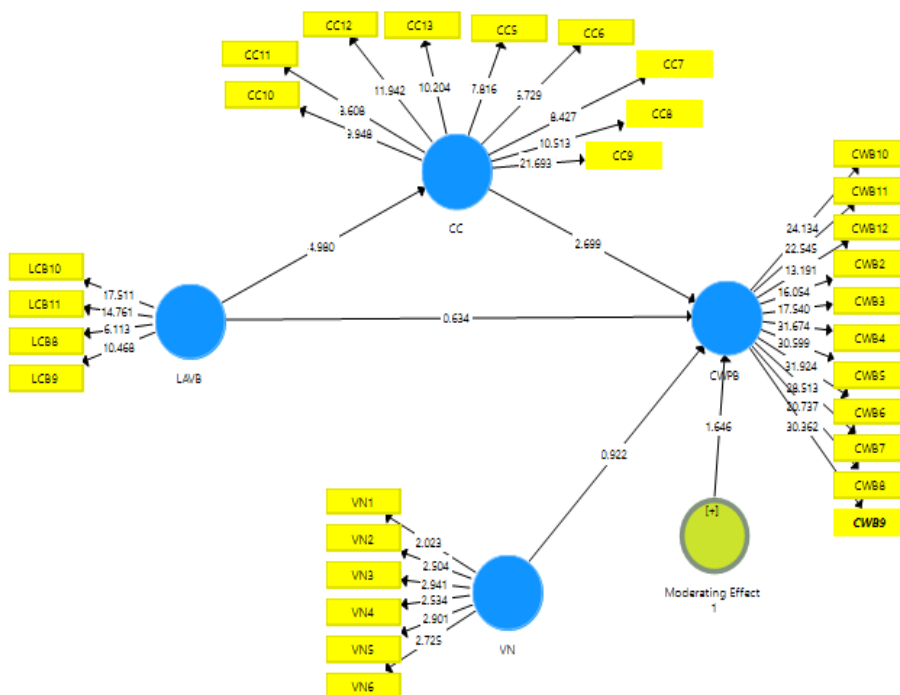
### *Moderation Test*

The purpose of moderation is to check how far the moderating variable is affecting the association between IV and DV, whether it is strengthening their relationship or not. According to Hair et al. (2013), once the interaction terms show the significance level means that there is a moderating effect (Hair Jr. et al., 2013). So, in the 3rd model, the moderation was conducted to see the impact of Voice Norm on CC and CPWB. The results of the H4 revealed that VN was unable to moderate the association between CC and CPWB (β -0.109; t = 1.646; p > 0.01), which means the positive relationship was not significant—aligning expectations, it is creating a negative impact between constructs, not strengthening their association. As H4 is not supported, it shows no significance level and generalizability (see Table 7).

**Table 7**

*Results of the Moderation Test*

| | Direct Effect | β | S.E | T-value | Sig | Decision |
|---|---|---|---|---|---|---|
| Independent Variable | CC -> CWPB | 0.188 | 0.067 | 2.699 | 0.007 | |
| Moderator Variable | VN -> CWPB | -0.091 | 0.119 | 0.922 | 0.357 | **Not Supported** |
| Interaction Effect | CC * VN-> CWPB | -0.109 | 0.058 | 1.646 | 0.1 | |

*Note. * p < 0.1; ** p < 0.05;*** p < 0.01.*

## Discussion

In any organisational setting, conflict culture is inherent means deeply engraved into a corporate system as it is unavoidable, and researchers in the past have shown conflict management techniques (Gelfand et al., 2012) to combat CC. But current study focused on one of the fundamental reasons contributing towards CC, such as behaviour.

The current section provides the recapitulation of the study in relation to research objectives (See Table 8). One of the aims of the study is to understand the leaders' role in determining organisational culture based on their Avoidant behaviour. Studying and analysing these associations will deliver beneficial avenues to temporary work settings. The current study's theoretical framework is supported by the Theory of Habitual Routines is in line with the concept of the study. More specifically, to assess the effect

LABOR PSYCHOLOGY, ENGINEERING PSYCHOLOGY, COGNITIVE ERGONOMICS

of a leader's behaviour on an organisation in relation to conflict culture, two hypotheses were generated.

Direct hypotheses were accepted. The result of the H1 revealed a surprisingly positive influence on CC with a significance score, which means that the project manager's avoidant behaviour generates a positive impact on CC with 30%, which is considered a good amount of effect. Although, the researcher proposed a negative association between them. Similarly, the H2 results also showed the approval, as proposed by the researcher, that there is a positive association between CC and CPWB with significance level. An organisation conflict culture is (23%) positively associated with CPWB, revealing CC is one of the pivotal features to generate the CPWB in an organisation, which is a threat to the employee's well-being of an organisation.

Likewise, mediation is also accepted with a significance level. The results showed that where there is conflict, it increases the risk of organisational damage, which can be seen through results. And as behaviour is the reflection of preferences which a new project manager has brought to the organisation and created a new culture with the aid of his behaviour (Gelfand et al., 2102). Results revealed that CC 8% successfully explain the relationship between both variables.

Moderating variable strengthens the association between IV and DV, and employee voice norm moderates the association between CC and CPWB. The βvalue revealed the negative effect between both constructs with no significance level. Consequently, moderation is rejected because a negative impact was recorded.

**Table 8**
*Recapitulation of the Study Finding*

| Hypotheses | Statement of Hypothesis | Decision |
|---|---|---|
| H1 | Leader's avoidant behavior will be negatively associated with CC. | Supported |
| H2 | CC will be positively associated with CWPB. | Supported |
| H3 | CC mediates the relationship between Leader's Avoidant behaviour and CWB. | Supported |
| H4 | Leader's avoidant behavior will be negatively associated with CC. | Not Supported |

Precisely results showed that a leader successfully and disproportionally generates the CC based on their behaviour, which contributes towards counterproductive behaviour. The indirect relationship also showed stimulating results that CC identifies

LABOR PSYCHOLOGY, ENGINEERING PSYCHOLOGY, COGNITIVE ERGONOMICS

a good amount of association between avoidant behaviour and CPWB because LBA always avoids disputes. However, results showed that CC explain their relationship with significance score. Thus, moderation is not accepted, allowing new thinking patterns to explore.

### *Theoretical Implications*

The current study provides empirical evidence for the theoretical associations hypothesised. Specifically, it highlights the direct relationships between a leader's avoidant behaviour and conflict culture. Furthermore, the consequences of CC at the individual and organisational level contribute at the maximum level towards counterproductive work behaviour. The current study offers significant contributions to organisational literature by providing a new and different answer to the question of whether and how leader-avoidant behaviour relates to, is one of the major reason generating conflicting culture. The culture literature identified conflicting management techniques that help resolve the conflict among groups (Gelfand et al., 2012). Current research introduced another salient antecedent, one of the leader's diverse behaviours called avoidant, and proposed how a newly appointed leader generates a new culture based their behaviour along with its consequences. A leader may disproportionally influence culture as they hold enough social power and control over critical organisational resources (Caldwell & Doerr, 2014). The current research clarifies the role of leaders concerning avoidant behaviour and how extent their behaviour either triggers or avoids CC and identifies it as a salient dimension for group culture.

The current study further provides proof with results of how a leader's behaviour contributes towards new conflict culture in relation to their characteristics. LAB provides the pillar to the conflict in groups. However, researchers purposed that there is a negative relationship between them. This evidence persuasively proves that a group leader's behaviour applies a maximum influence while generating group culture compared to group members.

The current research also explains the association among CC, CPWB, and VN. Although cultural tightness transfer (Kim & Toh, 2019) is a relevant cultural concept that might inspire organisational consequences and performance (Gelfand et al. 2006), research on conflicting culture with relation to organisational performance is lacking (Gelfand et al. 2012; Gelfand, Nishii & Raver, 2006). The findings showed that CC has a positive impact on CPWB, which is a threat to an organisational setting; because CPWB leads towards the loss of well-being of an organisation where theft alone is a source of billions of dollars annually (Pletzer et al., 2019). The new group culture generated by the leader has a positive association with counterproductive behaviour, which is also a novel offering to the organisation literature.

The mediation also contributes theoretically and empirically as CC successfully mediated the relationship between LBA and CPWB, and as mentioned above the association between CPWB and CC is positive, and now LBA is also part of the loop.

LABOR PSYCHOLOGY, ENGINEERING PSYCHOLOGY, COGNITIVE ERGONOMICS

## *Practical Implications*

Aside from theoretical contributions, the present study perspective also has budding implications for practice. The present study offers to understand the leader's behaviour regarding CC. It will inaugurate to display the value of a leader's behaviour in relation to CC and counterproductive behaviour for top management and HR policymakers. It also gives aid to the policymakers and recruiters that, when appointing group leaders, need to be aware of behaviour which will affect the organisation's existing culture either positively or negatively because behaviour may mislead the manager and team. Also conflict culture paradigm invites fresh and novel diagnostic tools and mechanisms for implementing systematic changes in NGOs and firms. For instance, the positive association between conflict culture and avoidant behaviour opens up a new thinking dimension for top management and project managers.

Furthermore, results also showed that a leader's behaviour is the salient factor contributing to a new culture. Therefore, it is possible for NGOs and organisations to strategically appoint leaders to create a diverse culture, which may lead the organisations to achieve their goals at the maximum level and may avoid the counterproductive behaviour of the employees.

## *Contextual Contributions*

The current study fills the gap with a unique combination of variables such as CC along with leader's avoidant behaviour and counterproductive behaviour, as researchers did not explore this dimension of organisational literature in the Pakistani context. A recent study of Pakistani firms is limited to exploring evidence regarding happy employee support of peers (Clercq, Haq and Azeem, 2019), and this demand to address contextual gap regarding leaders' behaviours to transform organisational cultural (Ong, Magsi & Burgess, 2019). Similarly, project-based organisations such as NGOs are frequently more prone to cultural transformations because of their unique team structure and temporary project leads (Hassan et al., 2017; Saleem, Hoque, Tashfeen, & Weller, 2023; Tyssen, 2013). So, this study provides a generous amount of assistance on how a leader transforms the group culture based on their behaviour.

## *Limitations and Future Research Direction*

Like all other research, the current study has several limitations that nurture salient queries to authorise future research. The first limitation is methodological, as the present study has used PLS-SEM for analysis. Regardless of any doubt, PLS-SEM is a sophisticated statistical tool, but it is subject to some constraints, such as the assessment of model fit (Hair et al., 2014). So, to combat this issue, future researchers can apply AMOS to have a model fit. Secondly, the current study has used a cross-sectional survey in which the responses were collected at one specific time. So because of the cross-sectional survey,

it is limited in verifying causal associations between the variables (Saleem & Ashfaq, 2023; Sekaran & Bougie, 2010).

Moreoer, as data collection held at one time, which might not elucidate the data in accordance with to present long-term behaviours of NGOs, future research can be done by using other data collection strategies such as a longitudinal survey. In addition, future researchers can also consider other sectors for data collection, such as manufacturing teams and software. Furthermore, a recent study only considered Lahore and Islamabad's NGOs. Future studies might consider the nationwide. Moreover, future research can also see the impact of healthy leadership against tangible behavioural issues concerning the well-being of team members, the organisation and society as a whole (Altaf, Saleem, Mustafa, & Anwar, 2022; Rudolph, Murphy and Zacher, 2020).

The present research cannot prove moderation with suggested relations, but direct results unfold the interesting facet. So, future researchers might further broaden the study's scope by incorporating other constructs such as employee promotive voice (Liang, Farh & Farh, 2012, p. 71).

## *Conclusion*

The primary purpose of the present research work is to scrutinise the role of a leader in shaping organisational culture based on their behaviour in temporary work settings and to examine the indirect and direct effects of corporate culture in relation to organisational and individual outcomes in temporary work settings. The study has found a significant association among variables following its purpose.

## *Literature*

Ajzen, I. (1991), "The theory of planned behavior", *Organisational Behavior and Human Decision Processes*, *50*(2), 179–211.

Altaf, M., Saleem, I., Mustafa, F., & Anwar, F. (2022). The buy-in benchmark in Islamic banking: Combined effect of brand role clarity and employee brand commitment towards employee brand equity. *Journal of Islamic Marketing*, *13*(10), 2028–2046.

Amanatullah, E. T., Morris, M. W., & Curhan, J. R. (2008). Negotiators who give too much: Unmitigated communion, relational anxieties, and economic costs in distributive and integrative bargaining. *Journal of personality and social psychology*, *95*(3), 723.

Bernerth, J. B., Cole, M. S., Taylor, E. C., & Walker, H. J. (2018). Control variables in leadership research: A qualitative and quantitative review. *Journal of Management*, *44*(1), 131–160.

Barling, J., Dupré, K. E., & Kelloway, E. K. (2009). Predicting workplace aggression and violence. *Annual review of psychology*, *60*, 671–692.

Bowling, N. A., Burns, G. N., Stewart, S. M., & Gruys, M. L. (2011). Conscientiousness and agreeableness as moderators of the relationship between neuroticism and counterproductive work behaviors: A constructive replication. *International Journal of Selection and Assessment, 19*(3), 320–330.

Bell, A., Fairbrother, M., & Jones, K. (2019). Fixed and random effects models: making an informed choice. *Quality & Quantity*, *53*(2), 1051–1074.

Chang, S. J., Van Witteloostuijn, A., & Eden, L. (2020). Common method variance in international

LABOR PSYCHOLOGY, ENGINEERING PSYCHOLOGY, COGNITIVE ERGONOMICS

business research. *Research methods in international business*, 385–398.

Da'as, R. A., & Zibenberg, A. (2021). Conflict, control and culture: Implications for implicit followership and leadership theories. *Educational Review*, *73*(2), 194–208.

De Clercq, D., Kundi, Y. M., Sardar, S., & Shahid, S. (2021). Perceived organisational injustice and counterproductive work behaviours: mediated by organisational identification, moderated by discretionary human resource practices. *Personnel Review*, *50*(7/8), 1545–1565.

De Dreu, C. K., Van Dierendonck, D., & Dijkstra, M. T. (2004). Conflict at work and individual well-being. *International Journal of conflict management, 15*(1), 6–26.

Dillman, D. A. (2007). *Mail and internet surveys: The tailored design method (2nd ed. Vol. 2)*. John Wiley & Sons, Inc.

Esposito Vinzi, V., Chin, W. W., Henseler, J., & Wang, H. (2010). Editorial: *Perspectives on partial least squares*. In V. Esposito Vinzi, W. W. Chin, J. Henseler, & H. Wang (Eds.), Handbook of partial least squares: Concepts, methods and applications. Berlin Heidelberg.

Fink, A. (2003). *The survey handbook (Vol. 1)*. Thousand Oaks, CA: Sage.

Gardner, W. L., Avolio, B. J., Luthans, F., May, D. R., & Walumbwa, F. (2005). "Can you see the real me?" A self-based model of authentic leader and follower development. *The leadership quarterly, 16*(3), 343–372.

Gelfand, M. J., Leslie, L. M., Keller, K., & de Dreu, C. (2012). Conflict cultures in organisations: How leaders shape conflict cultures and their organisational-level consequences. *Journal of Applied Psychology*, *97*(6), 1131.

Gelfand, M. J., Nishii, L. H., & Raver, J. L. (2006). On the nature and importance of cultural tightness-looseness. *Journal of Applied Psychology*, *91*(6).

Gelfand, M. J., Leslie, L. M., & Keller, K. M. (2008). On the etiology of conflict cultures. *Research in Organisational Behavior*, *28*, 137–166.

Hassan, M. M., Bashir, S., & Abbas, S. M. (2017). The impact of project managers' personality on project success in NGOs: The mediating role of transformational leadership. *Project Management Journal*, *48*(2), 74–87.

Hair Jr., J. F., Black, J. W., Babin, B. J., & Anderson, E. R. (2010). *Multivariate data analysis (Seventh Ed.)*. Pearson Education Limited.

Hair Jr., J. F., Hult, G. T. M., Ringle, C., & Sarstedt, M. (2013). *A primer on partial least squares structural equation modeling (PLS-SEM)*. SAGE Publications.

Jaffee, D. (2007). Conflict at work throughout the history of organisations. In *The psychology of conflict and conflict management in organisations*. Psychology Press.

Ju, D., Xu, M., Qin, X., & Spector, P. (2019). A multilevel study of abusive supervision, norms, and personal control on counterproductive work behavior: A theory of planned behavior approach. *Journal of Leadership & Organizational Studies*, *26*(2), 163–178.

Karabuschenko, N. B., Pilishvili, T. S., & Shtyrev, M. M. (2021). Specifics of information and communication component of youth political and volunteer leadership. *Russian Psychological Journal*, 18(3), 104–114.

Kimberlin, C. L., & Winterstein, A. G. (2008). Validity and reliability of measurement instruments used in research. *American journal of health-system pharmacy*, *65*(23), 2276–2284.

Kim, Y. J., & Toh, S. M. (2019). Stuck in the Past? The Influence of a Leader's Past Cultural Experience on Group Culture and Positive and Negative Group Deviance. *Academy of Management Journal*, *62*(3), 944–969.

Kozlowski, S. W., & Klein, K. J. (2000). *A multilevel approach to theory and research in organisations*: Contextual, temporal, and emergent processes.

Lattanzio, S., McManus, M., Newnes, L., Hultin, A., & Dunkley, D. (2019, August). Applying Tran's disciplinary Engineering (TE) design research methodology to the challenge of managing decision support tool performance. In *Transdisciplinary Engineering Conference 2019*.

LABOR PSYCHOLOGY, ENGINEERING PSYCHOLOGY, COGNITIVE ERGONOMICS

Leung, K., Brew, F. P., Zhang, Z. X., & Zhang, Y. (2011). Harmony and conflict: A cross-cultural investigation in China and Australia. *Journal of Cross-Cultural Psychology*, *42*(5), 795–816.

Lewin, K., Lippitt, R., & White, R. K. (1939). Patterns of aggressive behavior in experimentally created "social climates". *The Journal of social psychology*, *10*(2), 269–299.

Liu, L., Mei, Q., Jiang, L., Wu, J., Liu, S., & Wang, M. (2021). Safety-Specific Passive- Avoidant Leadership and Safety Compliance among Chinese Steel Workers: The Moderating Role of Safety Moral Belief and Organizational Size. *International Journal of Environmental Research and Public Health*, *18*(5), 2700.

Lubbadeh, T. (2021). Job Burnout and Counterproductive Work Behaviour of the Jordanian Bank Employees. *Organizacija, 54*(1), 49–62.

Liang, J., Farh, C. I., & Farh, J.-L. 2012. Psychological antecedents of promotive and prohibitive voice: A two-wave examination. *Academy of Management Journal*, *55*(1), 71–92.

Mustafa, M. B., Saleem, I., & Dost, M. (2021). A strategic entrepreneurship framework for an emerging economy: Reconciling dynamic capabilities and entrepreneurial orientation. *Journal of Entrepreneurship in Emerging Economies*, *14*(6), 1244–1264.

Pallant, J. *SPSS survival manual: A step by step guide to data analysis using IBM SPSS*. McGraw-hill education (UK), 2020.

Ong, T. S., Magsi, H. B., & Burgess, T. F. (2019). Organisational culture, environmental management control systems, environmental performance of Pakistani manufacturing industry. *International Journal of Productivity and Performance Management*, *68*(7), 1293–1322.

Perlow, L. (2003). When you say yes but mean no: How silencing conflict wrecks relationships and companies... and what you can do about it. Currency, Crown Business New York.

Peus, C., Wesche, J. S., Streicher, B., Braun, S., & Frey, D. (2012). Authentic leadership: An empirical test of its antecedents, consequences, and mediating mechanisms. *Journal of business ethics*, 107, 331–348.

Pletzer, J. L., Bentvelzen, M., Oostrom, J. K., & De Vries, R. E. (2019). A meta-analysis of the relations between personality and workplace deviance: Big Five versus HEXACO. *Journal of Vocational Behavior*, *112*, 369–383.

Raziq, M. M., Borini, F. M., Malik, O. F., Ahmad, M., & Shabaz, M. (2018). Leadership styles, goal clarity, and project success: Evidence from project-based organisations in Pakistan. *Leadership & Organization Development Journal*, *39*(2), 309–323.

Robinson, S. L., & Bennett, R. J. (1995). A typology of deviant workplace behaviors: A multidimensional scaling study. *Academy of management journal*, *38*(2), 555–572.

Ramayah, T., Lee, J. W. C., & In, J. B. C. (2011). Network collaboration and performance in the tourism sector. *Service Business*, *5*(4), 411–428.

Shah, G.H., Bari, F. and Ejaz, N. (2005)ю the Role of NGOs in Basic and Primary Education in Pakistan: NGO Pulse Report, LUMS–McGill Social Enterprise Development Programme, Lahore, Lahore University of Management Sciences.

Stamper, C. L., & Van Dyne, L. (2001). Work status and organisational citizenship behavior: A field study of restaurant employees. *Journal of Organizational Behavior*, *22*, 517–536.

Vandewalle, D., Van Dyne, L., & Kostova, T. (1995). Psychological ownership: An empirical examination of its consequences. *Group & Organization Management*, *20*(2), 210–226.

Vanderstoep, S. W., & Johnston, D. D. (2009). *Research methods for everyday life: Blending qualitative and quantitative approaches*. John Wiley & Sons, Inc.

Sekaran, U., & Bougie, R. (2010). *Research methods for business: A skill building approach (5th ed.)*. John Wiley & Sons Ltd.

Saleem, I., & Ashfaq, M. (2023). The interplay of entrepreneurial motivations, job attractiveness and family-owned SMEs growth: evidence from China Pakistan Economic Corridor

LABOR PSYCHOLOGY, ENGINEERING PSYCHOLOGY, COGNITIVE ERGONOMICS

region. *Journal of Chinese Economic and Foreign Trade Studies*.

Saleem, I., Hoque, S. M. S., Tashfeen, R., & Weller, M. (2023). The Interplay of AI Adoption, IoT Edge, and Adaptive Resilience to Explain Digital Innovation: Evidence from German Family-Owned SMEs. *Journal of Theoretical and Applied Electronic Commerce Research*, *18*(3), 1419–1430.

Sims, C., Carter, A., & Moore De Peralta, A. (2021). Do servant, transformational, transactional, and passive avoidant leadership styles influence mentoring competencies for faculty? A study of a gender equity leadership development program. *Human Resource Development Quarterly*, *32*(1), 55–75.

Sindhu, M., Saleem, I., & Arshad, M. (2021). When do family brand personalities lead to brand loyalty? A study of family-owned fashion retailers in Pakistan. *Global Business and Organizational Excellence*, *40*(6), 6–16.

Tumulty, M. (2008). Diminished rationality and the space of reasons. *Canadian journal of philosophy, 38*(4), 601–629.

Tyssen, A. K., Wald, A., & Spieth, P. (2013). Leadership in temporary organisations: A review of leadership theories and a research agenda. *Project Management Journal, 44*(6), 52–67.

Uchaev, A. V., & Alexandrov, Yu. I. (2022). Stress-related characteristics of the actualisation of subjective experience in the process of information concealment. *Russian Psychological Journal, 19*(1), 158–172. https://doi.org/10.21702/rpj.2022.1.12

Van Dyne, L., & LePine, J. A. (1998). Helping and voice extra-role behaviors: Evidence of construct and predictive validity. *Academy of Management journal*, *41*(1), 108–119.

Vinzi, V. E., Trinchera, L., & Amato, S. (2010). PLS path modeling: from foundations to recent developments and open issues for model assessment and improvement. *Handbook of partial least squares: Concepts, methods and applications*, 47–82.

Vroom, V. H., & Yetton, P. W. (1973). *Leadership and decision-making (Vol. 110)*. University of Pittsburgh Pre.

Zhang, J., Akhtar, M. N., Zhang, Y., & Rofcanin, Y. (2019). High-commitment work systems and employee voice. *Employee Relations, 41(4)*, 811–827.

# Author Contributions

**Irfan Saleem** is supervision, he later completed the thesis into paper format, proofread it and is the corresponding author of this research study.

**Shumaila Zamir** originally conducted the research in university of central Punjab, she written original thesis, collected data and analysed it.

# Author Details

**Irfan Saleem** – PhD, Assistant Professor, Sohar University, Sultanate of Oman; UCP Business School, Lahore, Pakistan; Scopus Author ID: 57219890474; ORCID ID: https://orcid.org/0000-0002-1564-6053; e-mail: isaleem@su.edu.om

LABOR PSYCHOLOGY, ENGINEERING PSYCHOLOGY, COGNITIVE ERGONOMICS

**Shumaila Zamir** – MS, Lectuer; UCP Business School, University of Central Punjab, Lahore, Pakistan; e-mail: shumailzee123@gmail.com

## Conflict of Interest Information

The authors have no conflicts of interest to declare.