

Culturally-endorsed Leadership, Social cognition, and Entrepreneurial Orientation: An Empirical Inquiry

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Abstract

Entrepreneurial orientation can not only be influenced by leadership, culture, but also through social cognition induced through Job Demands and Resources. Moreover, higher Entrepreneurial orientation could further lead to job satisfaction. These intricate relationships were never explored before. Therefore, we proposed a theoretical framework combining (Stephan & Pathak, 2016) and (Ralph Kattenbach, 2018) models, and modifying them to include the concept of Job satisfaction. Stephan & Pathak (2016) investigated the impact of Culturally-endorsed implicit Leadership Theories (CLT) on individual entrepreneurship. CLTs is a concept of culture-level build on individual-level implicit leadership theory (ILT) proposed by (Robert G. Lord, 1991). (Ralph Kattenbach, 2018) modified (Bandura, 1997) social cognitive theory (SCT) to include Entrepreneurial orientation. SCT itself was a modified version of Job Demands-Resources Model proposed by (Demerouti, 2001). Empirical validity of the proposed theory was established by means of a survey based on close ended Likert scale type questionnaire that collected data from 200 corporate sector employees based in Karachi. It was later analyzed using structured equation modeling and confirmatory factor analysis. This result showed that both cultural factors i.e. Uncertainty

Avoidance and Collectivism have a significant and positive influence on both Self-Protective and Charismatic leadership. However, the effect of leadership on entrepreneurial orientation (EI) was not empirically significant. Similarly, the effect of both social cognitive factors i.e. Job Demand and Job resource on EI was positive and significant. EI and job demand had an insignificant effect on job satisfaction. However, job resource has a significant positive impact. This imply that job resource factors have a direct influence on EI as well as Job Satisfaction. But EI itself has no direct link with job satisfaction of employees. Hence, mapping and evaluating a culture of organization in consolidation with its employees' job demand and resource factors may lead to higher job satisfaction.

Keywords: culture, Culturally-endorsed Leadership, social cognitive theory, entrepreneurial orientation, leadership, job demand, job Resources, job satisfaction.

1. Introduction

1.1 Background of the Study

An abiding question is: why a minority of individuals decided to accomplish potential opportunities. (Venkataraman, 1997). Lots of research have provided observations into the influence of economic, individual cognitions and institutional environment. (Bird Barbara, 1988). But a spreading assumption is here that factors like culture can play a very important yet partially studied role in intention of entrepreneurship and job satisfaction of employees. (GEORGE Gerard, 2002). Culture can have impact on entrepreneurial intentions of individuals by determining legitimacy, fostering shared meanings (MacIntosh, 1990) and conditioning them to initiate entrepreneurship. (Dana, 1995). Still, even though all these symptoms that indicate the importance of culture, a theoretical understanding of how it influences Entrepreneurial Intentions is still ambiguous (Thornton, 2011).

Drawing upon the notion of 'culture-entrepreneurship-fit' (Tung, 2019), they foresee those cultures that give value to key facet of entrepreneurship, like the eagerness to bear individual competitive actions and uncertainty to enable entrepreneurship. Researchers argued that a culture that is more welcoming of uncertainty would be more likely to abide the individual risk taking intrinsic in entrepreneurial venture development (Neupert, 2003). A helpful organizational culture leads job satisfaction, motivation and work ethic. These are factors that indicates high performance of employees which will results in high organizational performance. (Ilham, 2018).

Cultural values are the notion of ideal leadership that frame cultural expectations, leaders act in line with the same expectations. Consecutively, organizations operate well when their CEOs' behaviors coordinate with the leadership ideals prevails in their cultures. A good culture of organization has a very positive impact on employee's performance. In fact, advancement of such culture, commitment and sense of identity will facilitate and increases the strength of the organization. (Stephan & Pathak, 2016). On the relation between job satisfaction and organizational culture researchers proposed that a dynamic working environment encourage the construction of a definite organizational culture and employees' job satisfaction (Schneider,

1975). Additionally, they indirectly find that employee's job satisfaction increases as they promote to higher job levels (Corbin, 1977).

In recent years, several studies have used an integrative approach in combining the explanatory value of job characteristics from the JD-R model with a different approach concerning the impact of individual characteristics like Individual Entrepreneurship (Vink, 2011). The line of research has shown that personal resources (e.g. self-efficacy) have a substantial impact on the job characteristics/well-being link. However, the precise function is not clearly determined. Personal resources act as a mediating role that affects job resources as well as for a moderating and mediating impact on the effect of job demands. (Brenninkmeijer, 2010).

It seems obvious that work-related orientations should have a strong influence on the impact of job conditions proposed by the JD-R model. However, there is still little evidence on how these conditions are influenced by culture of the organization, but still a room of research is empty on how they lead to the individual entrepreneurship and how these job conditions will affect job satisfaction of employees in Karachi, Pakistan.

1.2 Problem Statement

With the huge number of institutions and worldwide, it is common that the employee's well-being in their workplaces has become a matter of theoretical interest and expanded research. A firm's well-being is determined as the way in that its work function and quality are perceived by its employees (Warr, 1992). This includes the individual's mental and physical condition/ health, social well-being and sense of happiness, these are all associated with job satisfaction (Grant, 2007). It has been observed that in the organizations, employees who have developed negative attitudes to their working conditions, colleagues and top management, tend to feel less committed to their job and becoming more stressful, compel to leave the organization and experience high levels of pessimism and disappointment. Because of this, experts and company managers' interest turned to this study mechanism to boost up employee's job satisfaction and deal with their emotional burnout and occupational stress (Dimitrios Belias, 2014).

There is a considerable need to appraise those psychosocial factors at work which improve employee's well-being. Psychosocial factors at work and improve well-being of employees. Apparently, bad working conditions and burned out employees are linked with, for example absence, sickness, accidents and injuries, poor performance and less productivity, while the reverse is absolutely true for employee level of satisfaction and good working conditions. So eventually, employee well-being and psychosocial factors interpret into organization financial business growth and outcomes along with high employee job satisfaction (Schaufeli, 2017).

While factors, including job demand and resources have an influence on job satisfaction of employees, present studies offer some information in that individuals are more similar than others to whom organizational factors do affect them like opportunities for innovation and EO in doing work and work environment. Employees who develop an EO make a more

effective use of job resources and cope better with job demands, which leads to higher job satisfaction (Ralph Kattenbach, 2018).

Much of the literature present about factors influence employee's job satisfaction, whereas research studies imply that organizational factors have impact on employee's job satisfaction. (Brenda L. Mak, 1999), these studies suggested little information on why some individuals affected more by these factors than others. Owing to the job satisfaction values which are very stable over time (Beyard, 1997) and personality related differences, it can be said that differences in the workplace, e.g. working conditions, the management conduct of superiors or the conduct of colleagues, cannot fully explain job satisfaction (Wegge, 2006). Job satisfaction is assumed to be also characterized by personality traits (Judge, 2001) and entitlement mentalities (Wegge, 2006). Studies on the individual impact are scarce and theoretically not elaborated. EO deals with an individual's personal characteristics or attitudes that might increase the likelihood of getting involved in entrepreneurial activities (Bolton D. L., 2012). Thus, an EO might influence how individuals perceive their working conditions. Consequently, employees with EO are more prepared to cope with job demands and report less exhaustion. Such employees handle or perceive high job demands less negatively, without this having any influence on job satisfaction. (Süß, 2011).

We use two models to interlink culture, entrepreneurial orientation of employees and JD-R model that lead to betterment of organization environment and employee's job satisfaction. We offer a better understanding by including a moderator i.e. entrepreneurial orientation. We posit that individual's despite of having all job resources the higher the desire for innovation, which here we term as entrepreneurial orientation of employee may lead to more job satisfaction.

1.3 Gap Analysis

Chao et al. (1994) found that employees' understanding of the goals, values and politics of their companies were positively and significantly related to job satisfaction. They also indicated that the congruency between employee characteristics and the characteristics preferred by management led to job satisfaction. (Chao, 1994). Holland (L., 1985) argued that congruency must exist between a person's interests, preferences and abilities, and organizational factors in the work environment in order to achieve maximum performance. Walsh and Furnham (Furnham, 1990), concluded that congruent environments give job satisfaction because people are among others with similar values and tastes.

Furthermore, Culture could also have some effect on job satisfaction. Cross cultural studies have found that employees in collectivistic countries, especially Japan, report lower job satisfaction overall (DeBoer, 1978).

While job satisfaction studies are pervasive in western societies, however, the effects of cultural variables and individual entrepreneurship on job satisfaction of employees are not discussed in any studies. While there are quite a number of studies investigating the relationships between managerial practices such as TQM, quality circles and cultural

variables like paternalism and collectivism in organizations (Ayca, 2000), there are no studies about the simultaneous influence of culture, individual entrepreneurship and job factors i.e. job demand and resources on job satisfaction.

This study tries to bridge the gap by engaging a unique methodology to explore job satisfaction and entrepreneurial intention of employees through the existence of an intermediate mechanism.

1.4 Research Objectives

The purpose of the paper is to explain the impact of EO and organizational culture on employee's job satisfaction. Specifically, this study aims to investigate the influence of culture values, leadership styles, job demand factors like (Emotional Strain, Workload, Cognitive workload and Role Conflict); job resource factors like (Job Autonomy, Growth Potential, Social support, Feedback) on Individual Entrepreneurship and job satisfaction.

For this, a large-scale literature review in different research fields, and a survey conducted by employees of Karachi. In this research, the author's goal also to acquaint dark aspects of relevant literature, like innovation and individual entrepreneurship and its impact on job satisfaction.

1.5 Research Question

- To understand the impact of culturally endorsed leadership theories on Individual Entrepreneurship.
- To understand the relation of Culture Values and Style of Leadership.
- To understand the relation of Individual Entrepreneurship and Job Satisfaction.
- To understand the impact of Job Demand and Job Resource on Individual Entrepreneurship.
- To understand the impact of Job Demand and Job Resource on Job Satisfaction.

1.6 Significance

For years company's managers believe that an employee will bring high performance if he is satisfied with his job. (Gomes, 2000) articulated that an employee's job satisfaction with his work is linked to absenteeism, his turnover intentions, working age, size, level and position of organization. Though, this study is very useful for employees of the organization to know how cultural values i.e. Uncertainty avoidance and in-group collectivism effects on their style of leadership, how factors like job demand and job resource increase their entrepreneurial orientation and how it leads to their job satisfaction.

This research contributed both conceptually and practically in the fields of business/corporate sector. This research findings favor that entrepreneurial orientation are linked to cultural leadership. For this view institutions matter for leaders and entrepreneurs both. Other side, this research has some practical implications i.e. what type of resources have

compelling effect on job satisfaction and which leadership style is beneficial for organizations. employee's satisfaction.

2. Review of Literature

2.1. Culture

Culture - a product "group of people" having similar attitudes, behavior and living at the same place. Individuals who belong to a specific culture, contribute identical norms, values, artifacts and history differs from each other. (Gjuraj, 2013). He regards culture as a combined phenomenon that is shaped by the individuals' social environment not their gene (Geert Hofstede, 1991).

Researchers analyzed that how various cultural characteristics influence entrepreneurship. Similar to these authors, (Sebastian Aparicio, 2018) suggested culture as a predictor of entrepreneurship by using WVS. Countries having social progress orientation supports entrepreneurial activity. Other researches that analyzed these types of results between culture and job satisfaction done by (Pirzada, 2011), (Memon, 2012) and (Pattnaik, 2011). Findings indicate that a culture of organization has a significant impact on job satisfaction of employees.

2.2 Uncertainty Avoidance

The term Uncertainty Avoidance refers to the degree to which people seek order, structure, uniformity, formalized procedures and rules that cover their daily life's situations. Practices connected with uncertainty avoidance involved aspects like resistance of taking risk, and to both in changes and development of new products, so, it is projected that society having high uncertainty avoidance allows little support for entrepreneurship (Hayton J. C., 2002).

Previous research concluded the negative relationship between uncertainty avoidance, collectivism and entrepreneurship (Hayton J. C., 2002). In the same way, De Clercq and his colleagues show the negative relation between entrepreneurship and uncertainty avoidance value. (Clercq, 2010) and (Bowen, 2008). So far, relative researchers also found that either there is no relation between cultural uncertainty avoidance and individualism with entrepreneurship (Autio, 2013) or an opposite relation (Hofstede, 2004).

2.3 In-group Collectivism

It denotes the loyalty and pride to family, friends and organization of which individual is a member (CASTILLO-PALACIO, 2017). Tiessen remarks that researchers have linked business behavior of the individual with individualist cultures, they found them as founder or individual entrepreneur whereas collectivist societies found more to corporate entrepreneurship (Tiessen, 1997). Reyes and Pinillos in their research mentioned that various studies like (Hunt, 2003), (Baum, 1993) have presented that collectivism and entrepreneurial activity has a positive relation (María-José Pinillos, 2011). Mitchell et al. and Hayton et al. agreed in their opinions, representing that societies where there is a high level of collectivism, a higher level of entrepreneurship expected (Mitchell, 2000) and (James C. HAYTON, 2002).

2.4 Leadership

All over the human history leaders do existed in all cultures. One can learn the philosophy and practice of leaders and leadership from many ancient sources. Recently, several definitions seem to have ideas of setting of goals at their core. Additionally, these are leaders who inspired others and help individuals/ groups and organization to achieve their objectives. (House R. H., 2004) recognized 6 global leadership dimensions. First is team-oriented that highlights effective team building and execution of common goal among them. The second one is participative, replicates the degree to that managers include their colleagues in decision making. Third one is humane dimension reflects considerate and supportive leadership. Fourth is autonomous, it is characterized by an autonomous and independent approach. Fifth dimension is self-protective that emphasizes face-saving and status conscious behaviors and it focuses on security, safety of individuals and groups. Last one is charismatic dimension that reflects the capability of leader to inspire/ to motivate and to expect a high-performance result by holding strongly onto core values of organization (House R. H., 2004).

2.5 Self-Protective Leadership

It is a self-centered, competitive and status-conscious leadership style. Self-protective leadership (SPL), which is perceived globally as the least effective of Project GLOBE's six leadership styles, is about ensuring individual and/or group safety and security. It encompasses being self-centered, status-conscious, procedural, conflict-including and face-saving (House R. H., 2004).

It has been seen that entrepreneurship is more flourish is the cultures that accepted self-protective CLT because developing and managing a project need more competitive behavior and emphasizes personal interest. Expanded studies on entrepreneurial motivations presents that entrepreneur firstly seek to complete personal objectives like money/ income, fame and independence by creating a new own business (Birley, 1994; Carter, 2003; Cassar, 2007; Gorgievski, 2011; Kolvereid, 1996; Parker, 2009). (Stephan & Pathak, 2016) gave so many evidence on entrepreneurship and self-protective leadership relation. Conferring to these researchers, these types of leaders incline to work alone and support minimum risk and uncertainty: these are the attributes that eventually affect entrepreneurial activity.

2.6 Charismatic Leadership

The theory of charismatic leadership described by (House.R.J., 1977). According to Klein and House (1995) charismatic leadership need three components: a spark- the leader, igneous material- the flowers and oxygen- an encouraging environment. Yet, by seeing followers as “flammable material” waiting to be exploded by their leaders, these researchers describe flowers as a limited and passive role. This define an outstanding leader as one who is able to inspire, to motivate and able to exert high performance by its followers based on integrity, self-sacrifice and by holding corporate values firmly (Peter Dorfman, 2012).

(Chen, 2014) found that charismatic CLT have an influence on product innovation and eventually on corporate entrepreneurship. This kind of leader's behavior have a positive impact on a large range of individual and organizational productivity in a variety of contexts, including military (Bass B. A., 2003; Hardy, 2010), business (Barling, 1996; Ensley, 2006; Jung, 2003), public sector (Rafferty, 2004) and education (Koh, 1995). As per the previous research and evidence, it seems that charismatic leadership have a significant impact on entrepreneurial behavior (Stephan & Pathak, 2016).

2.7 Entrepreneurship

It is commonly taken as a new entry in market, i.e. the development of a new project (Gartner, 1989). (Graeme Currie, 2008) describe it as the procedure of identifying and pursuing opportunities. An entrepreneurship may be considered as the process of generating value by taking together all resources and create an opportunity (Drucker, 1985). Entrepreneur is an individual who establishes and manages a business for the principle purpose of growth and profit. The entrepreneur is characterized principally by innovative behavior and will employ strategic management practices in the business (Gartner, 1989).

Individualism and uncertainty avoidance values of culture seen to promote entrepreneurship just like individual entrepreneur ratify these two (Stephan & Pathak, 2016). Several researches on culture found support for these assumptions (Hayton J. C., 2002). However, a fresh review on this topic identified mixed finding and concluded "that we can be less confident, rather than more, in the existence of a single entrepreneurial culture" (Hayton J. C., 2013).

2.8 Job Satisfaction

A function of perception that means individual will get satisfaction when he will get what he expected by his job. (Loke, 1969). A firm's welfare is defined by how its employees perceived about the function and quality of the organization (Warr, 1992). It cannot be happening in isolation as it is a complex phenomenon, but it is depending on some variables such as salary, work condition size and structure of organization, leadership and culture (Boeyens, 1985).

Previous researchers found that superior's support can help individuals to reduce burnout and job stress, ultimately that can increase job satisfaction of those employees. This kind of support can be specifically needed in job tasks where results are not certain, like in environments that demands innovation (Niehoff, 1990; Yuki, 1989). Positive relationships between entrepreneurial intentions and low job satisfaction are well documented in the push theory of entrepreneurship (Brockhaus, 1980; Cromie, 1991; Henley, 2007).

2.9 Implicit Leadership Theory (ILT)

The theory was first established by Robert Lord and his colleagues (Nye, 1991). This cognitive theory of leadership is grounded on the idea that personalities produce their own cognitive perceptions and imaginations about the world, and they control their actions and behaviors by practicing these predetermined concepts for the understanding of their

surroundings (Meindl, 1987; Schyns B. &, 2004). The theory proposes that members of group hold those inherent anticipations and assumptions related to the qualities, characteristics and traits that are implicit in a leader (Nye, 1991). These expectations named implicit leadership theories, these theories monitor and direct the individual's reactions and insights to leaders (Nye, 1991; Schyns B. &, 2005). This theory leads the individual's responses and actions appropriately towards the leader by helping them in identifying the leaders to avoid any type of conflict between them. (Schyns B. &, 2005).

Implicit leadership theory describes that individuals have implicit beliefs, assumptions and convictions regarding characteristics and behaviors that differentiate leader in three ways: effective leaders from ineffective leaders, leaders from followers and moral leaders from evil leaders.

2.10 Culturally Endorsed Implicit Leadership Theory (CLTs)

Cultures are different in the views of ideal leadership – in motives, characteristics and behaviors on that they believe as an outstanding leadership trait. These cultural leadership ideals are also referred to as culturally endorsed implicit leadership theories/ CLTs (Dorfman P. H., 2004).

Individuals mostly expect to their superiors to act in line with these ideals and analyze them accordingly. Cultural values show injunctive norms presenting aims of individuals of an organization should be like (Frese, 2015) like culturally endorsed leadership show ideal images of leaders. To date CLT have received a limited attention of researchers, except (Dorfman P. J., 2012) and (House R. D., 2014). They describe that it influences CEO's behavior and when they behave in line with this culture they can perform better and effectively. (Stephan & Pathak, 2016).

2.11 Job Demand-Resources Model

This model was firstly published by (Demerouti, 2001) to understand the background of burnout. of burnout. This model sketched upon (Lee, 1996) a meta-analysis in that thirteen job resources and eight job demand were recognized as much possible reasons of burnout and in the “structural model of burnout” (Maslach, 1996, p. 36). This model proposes that their relation (job demands and job resources) is crucial for the motivation and development of job strain. More precisely, job resource can safeguard the impact of job demand on job stain and burnout (Bakker A. D., 2003c). There are interdependencies between job demands and job resources. According to (Karasek, 1979), job resources reduce the influence of stress and guard against excessive strain (Arnold B. Bakker & Demerouti, 2007). It is also postulated – in accordance with the conservation of resources (COR) theory (Hobfoll & E., 2002) – that the motivation potential of job resources also increases particularly when the job demands are high.

2.12 Job Demand

Demerouti et al. defined job demands as those social, physical and organizational aspects of the job that require sustained mental or physical effort and are therefore associated with certain physiological and psychological costs (Demerouti, 2001, p. 501). Excessive or ill-defined job demands cause a health-impairment process and lead to stress symptoms such as mental or physical exhaustion and, thus, adverse effects on health. (Bakker A. B., 2003, pp. 393–417.)

Although personal resources' moderating impact on the effect of job demands was assumed in earlier studies (Mäkikangas, 2003; Pierce, 2004; Xanthopoulou, 2007) could not confirm this relationship. According to (Huang, 2015), personal resources not only mediate the motivational process but also the health-impairment process. In a similar vein, Hu et al. (2013) reveal a mediation by an equity-based cognitive evaluation process not only between job resources and work engagement but also between job demands and burnout. These findings suggest that personal resources favorably mediate the motivational process between job resources and well-being as well as the health impairment process between job demands and exhaustion within an extended JD-R model (Ralph Kattenbach, 2018). (Molino, 2016) show that job demands can cause workaholism which in turn leads to more intense exhaustion.

2.13 Job Resource

Job resources are those physical, social and workplace features that help (a) in the achievement of job-related objectives, (b) in the reduction of job demands and costs associated with them, and (c) in the promotion of personal growth and development. Job resources can cause both an intrinsic and an extrinsic motivational process (Arnold B. Bakker & Demerouti, 2007).

(Trembath, 2017) focused on the relation of teacher and student as a job resource, intercultural adjustment as a job demand and the link to job satisfaction. They explored for social support teacher and student relation can be a source for the expatriate academics. (Bakker A. B., 2007) postulated – in accordance with the conservation of resources (COR) theory (Hobfoll S. E., 2002) – that the motivation potential of job resources also increases particularly when the job demands are high. Individual seeks to obtain and maintain resources including personal characteristics, objects, conditions and energies. Loss of resources (or the threat of loss) induces stress, which in turn leads to anxiety, job dissatisfaction, and thoughts about leaving the job (Ralph Kattenbach, 2018).

2.14 Social Cognitive Theory (SCT)

SCT explains the reciprocal relationship between human behavior, cognition and personal factors, and the environment. These three determinants mutually influence each other (Bandura, 1989). SCT, assume a mediating role of personal resources in the relationship between or more precisely: in the perception of environment (working conditions) and positive/negative outcomes (Bandura, Social cognitive theory, 1989).

2.15 Research Framework

The research examined the relation of independent variables (job demand, job resources, culture values, CLTs and individual entrepreneurship). Figure 1 represents a full model of our research. As mentioned previously, job demands and job resources, the two main job aspects, trigger employee’s job satisfaction. Along with these two factors this model illustrates how culture values and CLT affects entrepreneurial intentions and how IE relates to job satisfaction of employees. Therefore, this research model fills the gap of (Stephan & Pathak, 2016) and (Ralph Kattenbach, 2018) researches by adapting social cognitive theory.

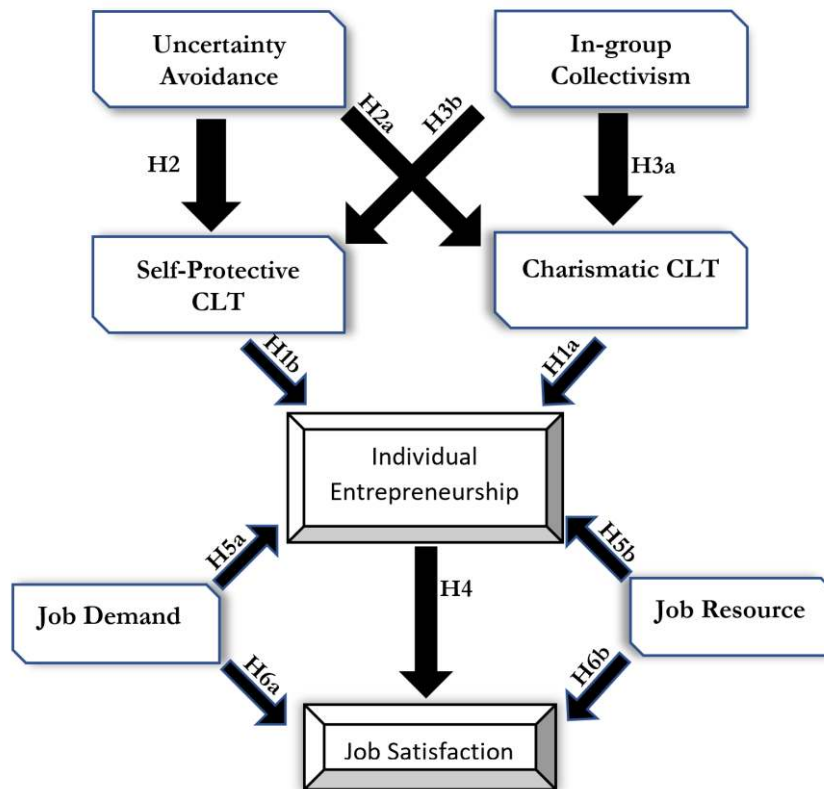


Figure 1. Research Model

3. Methodology

3.1 Sample size

The sample was selected on the basis of suitability for this study. In this survey, we chose 200 respondents as the sample size by asking them that whether they observe a relationship between dependent and independent variables.

3.2 Statistical technique

The data gathered was tested for Hypothesis with the help of Smart pls software used as a Statistical Tool.

3.3 Questionnaire Design

A self-administered questionnaire was developed to collect data and record responses from the target audience. A five-point Likert scale is used in the questionnaire design to classify the responses of the respondents, the scale is ranging from 1=strongly agree, 2=agree, 3=neutral, 4=disagree, 5=strongly disagree. The items for job demand and job resources were adopted from (Amsterdam, 2019), items for job satisfaction adopted from (DÃ-az Cabrera, 2012), for cultural values, items were adopted from (House R. J., 2004). Items for individual entrepreneurship were adopted from (Bolton D. L., 2019). Items for self-protective and charismatic leadership CLTs adopted from (Alpha, 2006). Survey done by google forms from more than 200 respondents of corporate sector of Karachi, Pakistan.

4. Data Analysis

4.1 Demographics

Table 1.

Variable	Category	Frequency	Percentage
Gender	Male	134	62.3
	Female	81	37.7
	Total	215	100
Age	21-25 years	90	41.9
	26-30years	79	36.7
	31-35years	26	12.1
	35-40 years	9	4.2
	Above 40 years	11	5.1
	Total	215	100
Organization	Banking	23	10.7
	Manufacturing	32	14.9
	Telecommunication	7	3.3
	Textile	5	2.3
	Hospitality	14	6.5
	Food	10	4.7
	Software	18	8.4
	Others	106	49.3
	Total	215	100
Employment Type	Part Time	41	19.1
	Full Time	174	80.9
	Total	215	100
Employment Level	Top Management	23	10.7

	Middle Management	106	49.3
	Lower Management	54	25.1
	Non-Management	32	14.9
	Total	215	100
Work Experience	Less than 1 year	60	28
	1-3 years	63	29.3
	4-6 years	45	20.9
	7-9 years	22	10.2
	10 or more	25	11.6
	Total	295	100
Education	Matriculation	3	1.4
	Intermediate	11	5.1
	Bachelors	77	35.8
	Masters	115	53.5
	MPhil above	9	4.2
	Total	215	100

The demographic information of respondents included gender, age, type of organization worked, employment type, employment level, number of work experience and educational level. Results from frequency distribution suggest that 62.3 % male and 37.7 % female respondents completed this questionnaire in the survey. The percentage age of respondents lying in the bracket of 21-25 years old (41.9%), 26-30 years old (36.7%), 31-35 years old (12.1%), 35-40 years old (4.2%), whereas (5.1%) of the respondents were of 40 years and above age group. This table shows that (10.7%) of respondents were from banking industry, (14.9%) were from manufacturing industry, (3.3%) were from telecommunication industry, (2.3%) were from textile industry, (6.5%) were from hospitality industry, (4.7%) of respondents were from Food industry, (8.4%) were from software and mostly (49.3%) of respondents were of others category. Ratio of full-time employees (80.9%) is higher than part time employees (19.1%). While employment level of employees mostly is from middle management (49.3%), (10.7%) are from top management and (14.9%) employees are from non-managerial staff. In this frequency table mostly had 1-3 years of experience comprising (29.3%), respondents having less than 1 year of experience is (28%), (20.9%) of respondents had an experience of 4-6 years, (10.2%) of respondents had 7-9 years of experience, whereas the respondents having experience of 10 or more years were (11.6%). While education of respondents measured in five categories, only (1.4%) of respondents were from matric group, (5.1%) respondents were from intermediate category, (35.8%) were Bachelors, (53.5%) were master's and (4.2%) were MPhil and above.

4.2 Descriptive Statistics

Table 2.

Variables	Question	Descriptive Stats		Confirmatory Factor Analysis		
		Mean	St. dev.	Outer Loading	T Stats	P Values
Charismatic Leadership	How do diplomatic characteristics of leader impact on leadership styles?	4.38	2.20	0.700	15.508	0.000
	How do encouraging characteristics of leader impact on leadership styles?	5.07	2.12	0.845	24.425	0.000
	How do morale booster characteristics of leader impact on leadership styles?	5.15	2.06	0.856	27.386	0.000
	How do convincing characteristics of leader impact on leadership styles?	5.23	2.06	0.848	25.717	0.000
Self-Protective Leadership	How do self-interested characteristics of leader impact on leadership styles?	3.97	1.97	0.649	10.920	0.000
	How do risk adverse characteristics of leader impact on leadership styles?	3.98	1.88	0.600	9.115	0.000
	How do egocentric characteristics of leader impact on leadership styles?	3.65	1.87	0.537	6.914	0.000
	How do cautious characteristics of leader impact on leadership styles?	4.13	1.84	0.636	9.513	0.000
	How do cunning characteristics of leader impact on leadership styles?	3.30	1.90	0.285	2.896	0.004
In-group Collectivism	In this organization, group member take pride in the individual accomplishments of their group manager.	3.16	0.96	0.776	12.436	0.000
	In this organization, group managers take pride in the individual accomplishments of group members.	3.31	0.99	0.710	9.279	0.000
Uncertainty Avoidance	In this organization, orderliness and consistency are stressed, even at the expense of experimentation and innovation.	3.10	1.03	0.628	7.986	0.000
	In this organization, organizational requirements and instructions are clearly defined.	3.38	1.12	0.756	14.476	0.000
Job Demand	Do you have felt tensed while you were at work during the last week.	2.30	0.99	-0.006	0.037	0.970
	Do you have felt enthusiastic while you were at	2.92	0.95	-0.202	1.245	0.214

	work during the last week.					
	Do you have felt optimistic while you were at work during the last week.	2.96	0.87	0.654	11.536	0.000
	Do you have felt contented while you were at work during the last week.	2.99	0.97	0.524	7.214	0.000
	Do you have felt depressed while you were at work during the last week.	2.32	0.95	0.607	8.649	0.000
	Do you have felt calm while you were at work during the last week.	1.94	0.95	-0.145	0.914	0.361
	Do you have felt worried while you were at work during the last week.	2.02	0.93	-0.018	0.121	0.903
	Do you have felt miserable while you were at work during the last week.	2.96	0.95	-0.059	0.374	0.709
	Do you have felt uneasy while you were at work during the last week.	3.14	0.95	0.672	11.382	0.000
	Do you have felt cheerful while you were at work during the last week.	2.05	1.01	0.714	13.013	0.000
	My work requires continual thoughts.	3.35	1.14	0.525	4.970	0.000
	I have to work with a lot of precision/ accuracy.	3.60	1.13	0.716	9.423	0.000
	I have to give continuous attention to my work.	3.85	1.11	0.650	7.524	0.000
	I have to do things in my work that I dislike.	2.89	1.12	0.264	1.923	0.055
	I have to do my work in a way which differs from the method of my choice.	2.86	0.98	0.378	2.696	0.007
	I have conflicts with my supervisor about the content of my tasks.	2.55	1.05	-0.019	0.139	0.890
	I have too much work to do.	3.20	1.09	0.382	3.620	0.000
	I have problems with my work pressure.	2.58	1.11	0.187	1.214	0.225
Job resource	I have freedom in carrying out my work activities.	3.31	1.10	0.700	19.111	0.000
	I can personally decide how much time I need for a specific activity.	3.41	1.10	0.666	12.363	0.000
	I can organize my work myself.	3.70	1.08	0.673	12.339	0.000
	I have the opportunity to develop close friendship in my job.	3.37	1.03	0.669	15.705	0.000
	My supervisor is concerned about the welfare of the people that work for him/her.	3.16	1.08	0.642	14.613	0.000
	People I work with are friendly.	3.75	1.00	0.643	11.141	0.000
	My job offers me the possibility to progress financially.	3.28	1.15	0.665	16.677	0.000
	My current job improves my chances and opportunities in the job market.	3.54	1.08	0.770	24.276	0.000

	My job gives me the opportunity to be promoted.	3.45	1.16	0.713	16.767	0.000
	I receive enough information on the purpose of my work.	3.59	1.00	0.725	14.435	0.000
	I receive enough information on the results of my work.	3.58	0.95	0.782	22.445	0.000
	My work provides me with direct feedback on how well I am doing my work.	3.53	1.09	0.728	16.478	0.000
Job Satisfaction	I am very satisfied with the work goals.	3.46	1.06	0.888	39.897	0.000
	I am very satisfied with the job characteristics, for example: with the level of autonomy, the task variety and the creativity.	3.40	1.06	0.902	50.277	0.000
	I am satisfied with your work team, for example: with the interpersonal relationships, the co-operation and the participation between workmates and managers.	3.56	1.09	0.858	36.797	0.000
	I am satisfied with the performance criteria.	3.44	1.10	0.837	22.351	0.000
Individual Entrepreneurship	I like to take bold actions.	3.63	1.02	0.786	22.550	0.000
	I am willing to invest a lot of time and/or money on something that may have high return.	3.70	0.96	0.741	17.831	0.000
	I tend to act “boldly” in situations where risk is involved.	3.56	0.89	0.771	19.298	0.000
	I often like to try new and unusual activities.	3.74	0.89	0.774	26.110	0.000
	In general, I prefer to use new/ unique ways in work instead of revisiting tried ones.	3.83	0.91	0.784	21.952	0.000
	I favour experimentation and original ways to problem solving.	3.84	0.90	0.776	22.345	0.000
	I usually forecast future problems, needs or changes.	3.69	0.95	0.804	23.361	0.000
	I tend to plan on projects.	3.70	0.97	0.750	19.276	0.000
	I prefer to ‘step-up’ and get things going on projects rather than sit and wait.	3.89	0.92	0.786	18.191	0.000

4.3 Structural equation modeling

We used SEM to test the hypothesis, test run through the software of Smart PLS. Further to analyze direct and indirect effects of all the variable constructs we done with testing. Moreover, to evaluate the indirect and direct effects of all the constructs the testing was done. To evaluate the structural relationship between endogenous and exogenous, among the different regression model and methods, SEM consider the foremost procedure (Kenny, 1986). Test included in this are multivariate and factor analysis. Further, the regression equation

targets to describing each construct to analyze the cause and effect relation whereas all factors in the causal model could display their cause and effect results at accurate time. Similarly, the idea to use SEM make sure the application of bootstrapping technique that has been seen a reasonable technique for small and large size of samples and that does not need any type of indirect effects (Hayes, 2013; Bolger, 2002).

4.4 Measurement of Outer Model

To study the validity and reliability of instruments is the main object of this model. To measure its reliability and validity, convergent and discriminant validity test performed in Smart PLS software.

4.5 Composite Reliability

To measure the stability of questionnaire outcomes we perform Reliability test. The questionnaire will give the same output for the similar target population whenever it is getting reutilized. This demonstrates the inside repeatability and consistency of the survey is high. This also assimilate the legitimacy and dependability of exploration (Hair , 2010).

Composite reliability is used to evaluate the reliability of survey instruments. The normal threshold value is 0.70 and in this research all values of the table are above than 0.70, and this is an accepted range of reliability. Composite Reliability table is given below:

Table 3.

Variables	Composite Reliability
Charismatic Leadership (CL_)	0.942
In-group Collectivism (IC)	0.783
Individual Entrepreneurship (IE)	0.916
Job Demand (JD)	0.619
Job Resource (JR)	0.904
Job Satisfaction (JS)	0.895
Self-protective Leadership (SPL)	0.825
Uncertainty Avoidance (UA)	0.581

4.6 Factor Loadings Significant

Table of descriptive statistics also mentioned loadings used in (CFA) confirmatory factor analysis. In the table variables that have a loading value of .5 are considered as strong while constructs with below .5 are better to remove.

4.7 Convergent Validity

According to Zeller convergent validity refers to the degree of agreement in two or more measures of identical construct. (Carmines and Zeller, 1979). It was determined by the inspection of variance extracted for each factor. (Fornell, 1981). Discussing to (Fornell, 1981),

convergent validity is established when the variance extracted value is more than 0.5 and loadings considered as good but they will termed as less effective if the variance extracted values are less than 0.5. Result displays in the table below:

Table 4.

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Charismatic Leadership (CL)	0.939	0.945	0.942	0.802
In-group Collectivism (IC)	0.780	0.789	0.783	0.645
Individual Entrepreneurship (IE)	0.917	0.919	0.916	0.550
Job Demand (JD)	0.788	0.814	0.619	0.165
Job Resource (JR)	0.904	0.906	0.904	0.441
Job Satisfaction (JS)	0.895	0.901	0.895	0.682
Self-protective Leadership (SPL)	0.833	0.851	0.825	0.496
Uncertainty Avoidance (UA)	0.578	0.586	0.581	0.411

4.8 Discriminant Validity

Discriminate validity according to (Carmines, 1979) refers to the degree Discriminate validity can be defined as any single construct is dissimilar form other in the model. When AVE loadings are more than 0.5 means that 50% of variance was took by constructs (Wynne W. Chin, 1998). It is established when elements in diagonal that is the square root of AVE values of each variable, are higher than off-diagonal values in the parallel rows and columns. This test is being conducted to analyze whether unrelated measurement/ ideas are in fact not related. Table is given below to show discriminate validity.

Table 5.

	CL_	IC	IE	JD	JR	JS	SPL	UA
CL_	0.895							
IC	0.398	0.803						
IE	0.314	0.240	0.741					
JD	0.446	0.419	0.651	0.407				
JR	0.435	0.471	0.599	0.760	0.664			
JS	0.367	0.465	0.428	0.562	0.805	0.826		
SPL	0.362	0.281	0.272	0.347	0.329	0.346	0.705	
UA	0.498	0.537	0.553	0.542	0.613	0.617	0.470	0.641

4.9 Hetrotrait- Monotrait Ratio HTMT

Table 6.

	CL_	IC	IE	JD	JR	JS	SPL	UA
CL_								
IC	0.397							
IE	0.314	0.237						
JD	0.338	0.346	0.522					
JR	0.438	0.472	0.596	0.570				
JS	0.366	0.467	0.423	0.477	0.800			
SPL	0.353	0.268	0.269	0.361	0.315	0.335		
UA	0.499	0.531	0.562	0.467	0.606	0.609	0.462	

According to Hetrotrait-Monotrait criteria that all the values should be less than .9. In actual when there are multiple constructs in real research situation, the HTMT interference analysis involves the multiple testing problem. Above table showed that all the values are less than 0.9 that observed the third criteria of discriminant validity of measuring has been also proved among all the discussed variables of the study.

4.10 Model Fit Measures

This model's fitness in Smart PLS can be defined by several measures like standardized root mean square residual (SRMR) and Normed Fit Index (NFI), Exact model fits such as d_ULS and d_G and χ^2 (Chi-square). It measures the consisting the measured value of both estimated as well as saturated model as reported in the table. It basically analyzes the correlation between the constructs, it takes model structure into as the fitness of the model in SEM-PLS is defined by various measures such as standardized root-mean-square residual (SRMR), and the exact model fits like d_ULS and d_G, Normed Fit Index (NFI), and χ^2 (Chi-square). The model fit measures consisting the measured value of both saturated model as well as the estimated model is reported in above Table. The saturated model assesses the correlation between all constructs. The estimated model, on the other hand, takes model structure into interpretation and based on total effects scheme.

Table 7.

	Saturated Model	Estimated Model
SRMR	0.101	0.109
d_ULS	16.400	19.077
d_G	4.107	4.150
Chi-Square	4,173.173	4,195.278
NFI	0.503	0.500

5. Hypothesis Testing

Bootstrapping is one of the key steps in Smart PLS, that gives the data of consistency. In this

process sub-tests are drawn from the very first example including substitution. (Hair, Matthews, Matthews, & Sarstedt, 2017). It provides the information of stability of coefficient estimate. In this procedure, many sub-samples are drawn from the original sample with replacement. (Hair, Matthews, Matthews, & Sarstedt, 2017). When we run bootstrap routine, PLS displayed the t-values for SEM. Following table shows the path coefficient results for all the hypothesis. When ($p < .005$) at $\alpha = 0.05$ this shows the relationship is significant. Basically, path showing whether the relation between measured and latent variables are significant or not. It is representing in the diagram below.

R square of 0.448 that suggests the variation caused in self-protective leadership, due to uncertainty avoidance is 44.8%, and 4.1% due to in-group collectivism. Variation caused in Charismatic Leadership due to uncertainty avoidance is 4.1% and due to in group collectivism is 18.3%. Furthermore, it is shown that variation triggered in Individual Entrepreneurship due to Self-protective leadership is 0.036, -0.008 due to charismatic leadership, 45.8% due to job demand and 24.4% due to job resource. Value also shows the impact of independent variables on job satisfaction as 90.9% of job resource but job demand and individual entrepreneurship are -0.091 and -0.058 respectively that shows both has negative impact on job satisfaction.

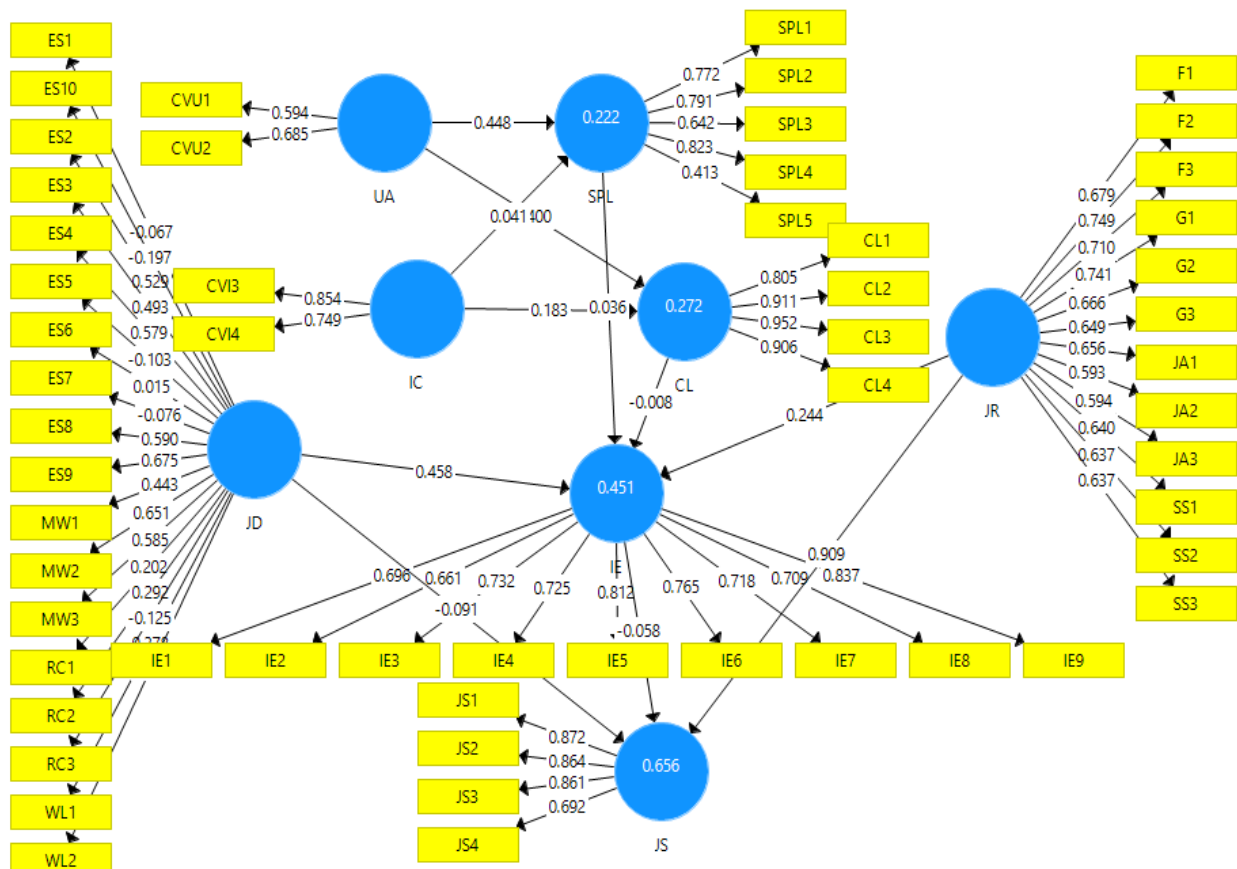


Table 8.

Hypothesis		Original Sample (O)	T Statistics (O/STDEV)	P Values	Conclusion
Hyp 1a	Charismatic Leadership -> Individual Entrepreneurship	0.022	0.355	0.723	Not Supported
Hyp 1b	Self-Protective Leadership -> Individual Entrepreneurship	0.047	0.8	0.424	Not Supported
Hyp 2a	Uncertainty Avoidance -> Charismatic Leadership	0.283	3.779	0.000	Supported
Hyp 2b	Uncertainty Avoidance -> Self-Protective Leadership	0.285	3.814	0.000	Supported
Hyp 3a	In-group Collectivism -> Charismatic Leadership	0.241	3.1	0.002	Supported
Hyp 3b	In-group Collectivism -> Self-Protective Leadership	0.126	1.757	0.08	Supported
Hyp 4	Individual Entrepreneurship -> Job Satisfaction	-0.018	0.238	0.812	Not Supported
Hyp 5a	Job Demand -> Individual Entrepreneurship	0.346	3.485	0.001	Supported
Hyp 5b	Job Resource -> Individual Entrepreneurship	0.298	3.215	0.001	Supported
Hyp 6a	Job Demand -> Job Satisfaction	0.018	0.201	0.841	Not Supported
Hyp 6b	Job Resource -> Job Satisfaction	0.726	8.862	0.000	Supported

Results indicated both form of leadership both charismatic and self-protective, have insignificant effect on employee's job satisfaction. However, both cultural components like collectivism and uncertainty avoidance have a significant positive effect on both form of leaderships. Moreover, job demand and job resource significantly affect entrepreneurship, however, entrepreneurship doesn't lead to job satisfaction. Hence, entrepreneurship doesn't seem to mediate the job demand, resource and satisfaction nexus. However, job resource directly and significantly affects JS, unlike job demand. Similarly, leadership doesn't play a mediatory role between culture and entrepreneurship. This imply that the link from culture to leadership to entrepreneurship and lastly to job satisfaction cannot be established.

6. Discussions

Results of this study indicate relationships among style of a leadership, social cognition factors including job demand and resources, job satisfaction and entrepreneurial intentions of employees. To check the relationship structure model was made and tested in support of hypothesis, we do not found support for hypotheses 1a and 1b i.e. charismatic leadership and

self-protective leadership have significant impact on individual entrepreneurship of employees. This finding is although not consistent with the finding of past studies (Stephan & Pathak, 2016) as it shown there is no relation between these two. For hypothesis 2a and 2b we found the support that the effects of uncertainty avoidance on both CLTs is significant. Such findings align with the previous research that those cultures who value more to uncertainty avoidance are more likely to respect self-protective leadership (Robert J. House, 2014), so far charismatic CLT can also present uncertainty by initiating a change process (Dorfman P. H., 2004).

Our findings supporting hypothesis 3a, that culture in-group collectivism value is positively related with charismatic leadership, charismatic CLT, assumed that leader is a source as an agent, empirical research supports this association. On the other hand, cultures that value individualism are more with self-protective leadership. Finding of our study does not support the hypothesis 3b i.e. culture in-group collectivism value is positively related with self-protective CLT. The reason is that self-protective leadership stresses a self-focused behavior of leader that aligns with the emphasis on the individual over group's concerns, it also has characteristics which are consistent with collectivism like face saving (Dorfman P. H., 2004). It is found from the results of hypothesis 4 that individual entrepreneurship (IE) has no significant impact on job satisfaction, it contradicts previous research that when individuals experience low level of job satisfaction, they intent to start their own new business (Lena Lee, 2011). According to our finding job demand and job resources that are main factors of social cognition theory have a direct significant effect on entrepreneurial intentions of employees 5a and 5b, these hypothesis is in support with COR theory (Hobfoll S. E., 2002) and (Bandura, Self-efficacy: The exercise of control, 1997) triadic reciprocal determinism in that the individuals shape their perception of the work environment through their individual entrepreneurship orientation and, in turn, their entrepreneurial orientation is influenced by the demands and resources of the work environment. Furthermore, results found that job demand has negative impact on level of job satisfaction of employees i.e. hypothesis 6a, on the contrary, hypothesis 6b validates the study of (Ralph Kattenbach, 2018) that indicates the cognitive workload acts like a genuine job resource; it has a positive impact on job satisfaction.

7. Conclusion

In this study we conclude with the findings that an entrepreneurial oriented employee – seeking autonomy, growth potential, optimization, competition, proper feedback and proactiveness - perceives his/ her working environment in a more positive light, leading to high individual entrepreneurship ability as well as increased job satisfaction. Further, it can not only influence, but also forecasted by individual's viewpoints of its organizational culture, specifically due to social support and leadership (Dimitrios Belias, 2014). Therefore, we integrate insights from leadership theory and propose a fresh prospective of Culturally endorse implicit leadership theories to advance this research.

In summary, this study has determined that job resource factors have significantly effect on job satisfaction and entrepreneurial intentions of the employees. Therefore, it is essential that programs aimed at improving the overall quality of the work environment in organizations

should focus on the cultural values shared by workers and employers, employee's involvement of effective EO for increasing retention behaviors. These changes will lead to maintain and improve level of job satisfaction of their employees.

However, we did not find any significant and consistent effects of both CLTs i.e. Charismatic and Self-protective on individual entrepreneurship of employees. However, we find that culture values have a significant influence on the style of leadership in any organization. The findings also indicate that there is no impact of Individual entrepreneurship on job satisfaction. It is concluded that for job satisfaction role conflict, cognitive workload and emotional strain must be avoided and managed. Employees must get decision latitude, managerial ability and social support to be satisfied with their roles. The study pays attention to a better understanding of the system through which culture values, leadership styles, job demand, job resource and individual entrepreneurship ability of employee influenced their job satisfaction.

Owing to the obvious influence of working conditions i.e. job demand and resource on job satisfaction, it is important for organizations to (continue to) organize work in such a way that a demands-overload is avoided, and resources are developed. These findings suggest that job resources - or at least an increased task autonomy and cognitive workload - play a significant role in the lowering of exhaustion through the facilitation of employees' entrepreneurial thinking that leads to job satisfaction.

Previous studies have emphasized job resource's role as a preventor of exhaustion. Within our study this link is supported for the job resources decision latitude and social support as well as for the challenging job demand cognitive workload. Perhaps cognitive workload in the workplace is seen as a challenge with an opportunity for personal growth and development. Based on a meta-analysis, (Crawford, 2010) state that there are two types of demands, challenges and hindrances. The latter refers to job demands as proposed by the JD-R model with a fostering effect on burnout and a negative effect on job satisfaction. Our findings also highlight some practical implications. Due to the wide-ranging digitalization of job tasks in all industries and the broad adoption of IT work organization in other industries (e.g. agile organization), we can assume that the practical impact of our findings applies to modern job profiles in agile organizations in general. Companies undergoing reorganization to become more agile should consider the interplay between job conditions and work orientations.

This research will help to comprehend previous research findings on culture values and entrepreneurship. This also eclipses the debate that either individualism supports entrepreneurship or collectivism. Researcher validate that CLT is a channel through which uncertainty avoidance and collectivism frame entrepreneurship in any organization. It makes difficult this research by emphasizing various aspects of culture have different effects on entrepreneurship and that these effects stream by different mechanisms. Researcher also deliberate which factors lead to job satisfaction of employee? how culture, job related factors and individual entrepreneurship can influence the level of job satisfaction in employees of Karachi.

8. Limitations

This analysis was conducted at a small level i.e. only from the employees of Karachi, Pakistan, so future research might motivate an integrative multilevel analysis filled this gap by analyzing a wide sample of individuals and countries, which allowed them to apply a multilevel approach. Because of lack of resource such as budget and time, the survey was conducted by google forms. This sample may not be revealing the viewpoints that prevails in many other countries. In addition, it might be interesting to extend the list of items or ask about other types of leaders. For example, a contrast of implicit theories of female versus male leaders/ business versus political leaders can be of high interest to further discover preferred leadership trait across cultures.

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