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IS SETH LEADERSHIP A QUAGMIRE? UNDERSTANDING ITS CHARACTERISTICS THROUGH THE SUBORDINATES PERSPECTIVES FORM PAKISTANI CONSTRUCTION COMPANIES

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Abstract

In Pakistan, the corporate-sector is functioning through a “Seth-leadership” approach, which is a style of corporate culture and management. Considering the notable contribution of the construction sector (i.e., US\$7.8 million) to Pakistan GDP in 2021 with a 14.4% yearly growth rate and anticipated 92% growth in coming years, the leadership effectiveness can be predictive to efficient work behaviors, strategy, and performance for construction companies. However, what constitutes leadership in the Pakistani construction sector is understated in the academic literature, nothing is known about what characteristics does Seth-leadership conspire. Harmoniously, this qualitative exploration intends to discover those unnoticed characteristics of seth-leadership through the insider or emic perspectives of social actors (i.e., employees) in the private construction companies of Pakistan. In an attempt to actualize study objectives, 30 exploratory semi-structured interviews with a mix of senior and young professionals were led. The study derived nine governing characteristics of Seth-leadership explicitly: autocratic-leadership, bottleneck syndrome, innovation inhibitors, regressive vision, strict check and balance, unpredictable moods, dissatisfaction ailment, humiliation licensed, and old is gold supremacy; and eventually contributes to leadership literature. A quagmire is a perfect metaphor for the Seth-leadership, results calls for concrete real time reforms and modifications in the prevailing leadership style, and a lot can be attained by altering the Seths’ mindset and organizational culture in Pakistan. Forthcoming research opportunities associated to seth-leadership are also highlighted which might generate insights that future studies could transfer to the general field of leadership.

Keywords

Seth Leadership, Characteristics of Seth Leadership, Seth Culture Organizations



1. Introduction

It is a normally held insight that the justification behind muck, or over the top regulatory obstacles, inside government establishments is because of the shortfall of motivators for productivity. The private-sector is viewed as the converse of this — constrained to guarantee that the most skillful flawlessly ascend to the top and assume responsibility for key dynamic jobs for their separate organizations to remain above water in a cutthroat climate. In Pakistan, nonetheless, that doesn't appear to be the situation (Moosvi, 2021). “Barring a few dozen companies, mostly multinationals, the corporate sector in Pakistan is working through a “seth” approach, which may be categorised as one style of management and corporate culture, but certainly neither an efficient nor an effective one” (Mukhtar, 2021). A shortage of truthfulness measures, accountability parameters, and meritocratic practices has been witnessed in the corporate area is attributed by a small group of families ruling in the KSE-100 listed companies (Haque & Husain, 2021); It appears like organizations at the most significant level don't have satisfactory systems set up to guarantee that appointments for board positions are completed in a fair and transparent way; “the financial and industrial wealth in the country is concentrated in the hands of a small group” (p.13). Assuredly, these networks and stream of information have penalties for business judgments and economic consequences, as the KSE-100 contextual analysis demonstrates an overabundance of organization bunching: with individuals from 31 essential families possessing key situations in the biological system and cooperatively directing economic situations (Haque & Husain, 2021). “All this speaks of the prevalent

conceptualisation of leadership in Pakistan, which is still colored by colonial remnants of the ‘seth’ culture” (Moosvi, 2021). “The construction sector contributed almost PKR1,409 billion (US\$7.8 million) to the Gross Domestic Product (GDP) of Pakistan in 2021 with a growth rate of 14.4% on a year on year basis” (Jones, 2022), this sector is anticipated to grow by 92% in coming seven years. Pakistani construction sector constitutes an average of 7% of the worldwide labor force (Jones, 2022). The 2020 ITUC Global Rights Index 2020 positioned nations in light of their admittance to work freedoms, assigned Pakistan a score of 5 for 'no assurance of rights'. This was because of the powerlessness of the state to execute work regulations or laws. This demonstrates an absence of stages for employees to challenge settled in power structures inside their employers — questioning the internal accountability. Leadership style is crucial to the team’s performance and project success in the construction sector of Pakistan (Iqbal, Bushra & Hussain, 2022; Khan, Ali & Umar, 2022). A big challenge for a construction firm has been to maintain a quality workforce and leaders may not be able to manage the team well (Naveed, 2022). “The lack of corporate culture, or the prevalence of seth mindset, negatively affects three aspects, i) innovation and growth, ii) efficient management of resources, and iii) effective use of human resources” (Mukhtar, 2021). In contrast, the chief drive of the organizational leadership is to comprehend the objectives and obligations of the business in the finest manner (Cakir et al., 2020), as “leadership effectiveness has a significant effect on the success of organizations in their strategies” (Ioan, 2014). 2014). It is therefore

time to rekindle the motivational spark of underutilized human resources in the Pakistani construction industry. Organizations can lead to a smooth organizational culture where employers and employees will benefit from the business (Bukhari, Thaheem, Musarat, Alaloul & Altaf, 2021). When this resource is effectively handled, employees will be happy in their occupations, which will improve business performance and contribute to socioeconomic development. According to Bukhari et al. (2021), there is a deficiency of attention given to the motivational variables in Pakistan's construction industry in the literature that improve human resource productivity.

Leadership theories that have been created and tried fundamentally in western settings address individualistic social orders, where viable leadership is characterized as initiative that works on monetary outcomes (Jogulu, 2010). Fries *et al.* (2021) argued that "studies show a strong regional focus on Europe and North America, causing a regional bias that calls for a broader adoption of leadership research in family firms worldwide"(p. 12), moreover "Asia is highly underrepresented in the reviewed studies despite the strong presence of family firms and the growing research in the field"(p.12). Around the world, nearby organizations are embracing employee driven management approaches, though in Pakistan generally organizations are as yet following conventional administration, e.g., resource building approach, this procedure of finishing work through individuals depends on factory or plant mentality, where people are perceived as compatible parts and exchangeable individuals; thusly, Seth don't understand that individuals don't give their best when

they are dealt like things and instruments (Zaidi, 2019). For the most part multinationals, the corporate area in Pakistan is dealing with a "seth" approach, which might be ordered as one style of the executives and corporate culture, yet unquestionably neither a productive nor a viable one, It is likely not the absence of information and abilities for embracing a proficient corporate culture, nevertheless an alternate mentality (Mukhtar, 2021), the HR is the most impacted due seth corporate methodology , which inclines towards the 'proprietor and laborer' model as opposed to the 'worker as a partner and contributor'. Avolio *et al.* (2009) called for research on leadership in societies that are underrepresented in literature. In this respect, 'seth leadership' is an idea peculiar to organizational settings of Pakistan (Khakwani & Case, 2012; Zaidi, 2019) that has been underrepresented in the academic literature. Asian collectivist social orders, where authority is seen as relationship based, are similarly favorable for concentrating on leadership practices (Hussain, Ismail & Javed, 2017). Organizations under seth-leadership are tumultuous family-controlled affairs (Zaidi, 2019). As Fries *et al.* (2021) believed that "research on leadership styles and behaviors in family firms might generate insights that future studies could transfer to the general field of leadership". However, what characterizes seth-leadership is unknown, especially in Pakistani construction companies. Seth-leadership is a truth of seth cultured organizations of Pakistan, yet at the same time a least explored idiosyncrasy, this study strives to satisfy this knowledge gap in literature and planned to serve the 'utility' and 'originality' features of theoretical-contribution (Corley & Gioia, 2011). In strive to

theoretically contribute this study: (1) shed lights on the emic perspective or insider's perspective of employees within the Seth cultured companies where the phenomenon of seth-leadership is situated, but it remained unaddressed in academic literature, (2) extends the inquiring attempts of Khakwani and Case (2012) and Saqib *et al.* (2021) further to Pakistani construction sector, as Saqib *et al.* (2021) had argued that "a 'seth-like culture' pervades other sectors in Pakistan", and (3) responds to research calls (Avolio *et al.*, 2009; Fries *et al.*, 2021; Zaidi and Jamshed, 2022). Harmoniously, the study arrays its objectives as: (1) to discover the characteristics of seth-leadership in Pakistani construction companies, (1a) to comprehend the features of seth-leadership from the insider perspectives of Seth's subordinates (i.e., employees).

2. Literature review

Seth "refers to an entrepreneur or rich man in South Asia (India and Pakistan), and is someone who knows the art of money making, or is a leader in economic and organizational terms" (Khakwani & Case, 2012). "In Pakistan, the conception of leadership is substantially influenced by the clan, tribal and familial system" (Hussain *et al.*, 2017). "Seth is a Hindi-Urdu word literally meaning rich man or high-status individual" (Saqib *et al.*, 2021). The word 'Seth' is widely utilized in India, as it emerges from the Indian moneylenders; In Pakistan, explicitly in the Karachi locale, Seth is regularly used to make reference to industrialist or businessman and used to portray a way of administration (Khakwani & Case, 2012); "It is probably not the lack of knowledge and skills for adopting an efficient corporate culture, but a mindset of ownership of businesses, assets and

human resources that acts as a barrier to the much-needed change" (Mukhtar, 2021). Seth-leadership implies to an approach to overseeing people that highlights various hierarchical differentiation, authority, and the safeguarding of the status-quo, letting for the inconsistent comprehension and utilization of clearly unchallengeable principles (Nizami *et al.*, 2017; Pearson, 1976; Zaidi, 2019). Seth is likewise seen as an obsessive person and penny or cost-cognizant in regular English phrase (Khakwani and Case, 2012). Under Seth, working environment dealings or exchanges are not chiefly financial, non-cash aspects are additionally included, depicting the ways of thinking of shared commitments and correspondence (Pearson, 1976). Organizations under seth-authority are tumultuous family-controlled affairs, the Incharge of undertakings is the individual (or people) known as the 'seth', the omniscient, omnipresent being who is accountable for the venture; 'seth' is the one whose decision is over all organizations contrived arrangements; accordingly, the formal approaches, regardless of presence, are the shaky 'piece of paper' (Zaidi, 2019). Saqib *et al.* (2021) explored the salient characteristics of seth-leadership in Pakistani banking sector as: paternalism, seniority, status-quo, nepotism, and Inefficient-bureaucracy; whereas Khakwani and Case (2012) majorly identified 'unwritten-leadership' and 'informational-politics' in Pakistani textile-sector. In recent developments, Zaidi and Jamshed (2022) explored 12 dominant characteristics of seth-leadership, namely, informational politics, unwritten leadership, Informality, paternalism, favoritism, prioritizing seniority, resistance to change, control over

information, quasi delegation of authorities, micromanagement, inefficient bureaucracy, and blame gaming, in Pakistani textile-sector.

3. Methodology

“A qualitative approach to research is likely to be associated with an inductive approach to generating theory, often using an interpretivist model allowing the existence of multiple subjective perspectives and constructing knowledge rather than seeking to “find” it in “reality”” (Greener, 2008). To gain the intricacy of insights and setting, a case study approach was adopted (Kessler & Bach, 2014). The chosen organizations were private-sector construction and development companies managing projects related to the construction of buildings, commercial places, roads, and housing societies, etc. The chosen however have various histories, making them pretty much prone to have components of Seth-leadership. Variations in the state regulation for various areas were controlled, as one industry in one country was targeted. It was anticipated that early-careers employee’s perspectives on seth-leadership characteristics will vary from those of late or mid-career employees, due to organizational tenure and seniority factor, and characteristics of seth-leadership could be understood through diverse perspectives of Seth’s subordinates. 30 semi-structures exploratory interviews with HR/senior managers and early-career employees were conducted, empowering the integration of various viewpoints (Beer *et al.*, 2015). Early-careers employees from the millennial age (Kultalahti & Viitala, 2015) were chosen; this age's qualities are probably going to contrast from those of

past ones, possibly driving them to rock the boat that customary working frameworks (i.e. status quo) propagate (Kultalahti & Viitala, 2015). Early-career employees don't consistently address a modernizing impact; among this gathering might be the individuals who might really like to get back to an assumed pre-primitive Islamic past (Javaid, 2011). However, this study sample also consisted of engineers and architects (Pakistani construction companies as a rule select early-profession engineers and architects from engineering institutions), along with seasoned professionals. Study sample was drawn through snow-ball and convenience sampling techniques. In construction companies senior or HR administrators gave admittance to youthful experts. Ethics to qualitative research (e.g., confidentiality, informed-consent, anonymity, etc.) were guaranteed, participants were assured that data is being gathered for research purposes. Interviews were digitally recorded and transcribed, transcriptions were edited and analytical notes were made (Saldaña, 2015).thematic analysis was employed which allowed themes to emerge instead of solely depending upon the current literature (King, 2012). “Computer-assisted qualitative data analysis software” (CAQDAS) NVivo (QSR International) was employed for efficient data management.

4. Findings

Figure 1 displays the 9 themes emerged from interviews illustrating the characteristics of seth-leadership. Table 1 summarizes key findings emerged from first and second order themes.



Figure 1: Characteristics of Seth Leadership

4.1 Autocratic Leadership

Seth-leadership is characterized by one individual's control over all decisions based on his ideas and judgments. An admin manager shared: Normally, Seth is the proprietor of the small to medium organizations and has the Do-As-I-Say authority style overwhelmingly. He considers his insight and rationale to be generally judicious or more all, generally practical. The absolutist Seth normally castoffs the workers' opinion whether they're founded on long stretches of studies and exploration or their experience. Self-centeredness generally causes a Seth to take on an imperious style; notwithstanding, it is available in two structures for example agentic self-absorption and the shared selfishness. While the agentic egomaniac would fulfill his own intentions of vainglory, authority, and regard, the public egotist will situate himself as the most accommodating pioneer of all time. The dictatorial pioneer who is a public egomaniac attempts to lead through identifying with his kin while the agentic egotist Seth would utilize his unbending nature and authority over his workers. Selfishness and totalitarian authority are

so flawlessly decorated in the Seth-leadership that they leave the workers with the least piece of opportunity and objectivity. Thus, seth-leadership comprises absolute, unquestionable and authoritarian control over subordinates.

4.2 Bottleneck Syndrome

In small to medium ventures, there is a lot of centralization. Since, the dynamic power is surrounded to just a couple of individuals and at times just to Seth; such organizations endure with the bottleneck condition. An operation manager shared: Top administration in Seth-cultured organization is the tightest piece of an organization and is very much like a bottleneck. The bottleneck is generally a mark of obstacle. Seth-leadership style empowers an owner to get an organization going — a fanatical spotlight on strategic execution — frequently crashes development down the line. Lost during the most intense part of the conflict, numerous business leaders neglect to adjust their administration style to the advancing necessities of their developing organizations. Moreover, assuming such organizations are confronting a workplace problem,

for example, low retention, lower job-satisfaction, absence of cooperation, and then all problems lie with top administration i.e., the Seth. Organizations with pervasive Seth-culture give the freedom of decision making just to the Seth. Where Seth has low experiences of by and large business situations, he is probably not going to settle on opportune choices. Thus, Seth-leadership is charged with a bottleneck syndrome.

4.2. Innovation Inhibitors or Beyond the Box Fear

Seth deliberately bars innovation and is a true flag-bearer of orthodoxy. A site engineer shared: Seth guards the progressions or advancements, as the Seth's mind is normally sluggish and dwells in a safe place. Taking risks, investing on innovation and making strategic decisions shocks Seth's mind. The inflexibility which a Seth has makes it considerably harder for him to embrace anything somewhat connected with change and development. The Seth Culture has regular resistors in it, as practically zero ventures committed for advancement. Moreover, the Seth would prefer to call attention to the faults of the novel thoughts than to criticize the prevailing but obsolete methods. Thus, thinking beyond the box is calculatingly inhibited in Seth-leadership.

4.3 Regressive Vision

An inward-looking and a short-sighted approach to leading organizations Seth focuses on contentment of instant necessities of the business rather than concentrating on a long-term point of view. A marketing manager described: Unfortunately, Seth isn't a kid, yet he surely is infantile. What's more, it is said, youngster like is charming, yet whimsical is stupid. Our puerile Seth likewise has a condition called 'corporate Nearsightedness' or 'corporate-

Myopia'. He needs premonition and business cognizance. Long haul plans and objectives alarm him so he has a real sense of reassurance in his shell. Short term strategies of profit maximization are always emphasized under Seth-leadership. While Seth reliably addresses the momentary objectives, the workers feel queasy, panicky, and lost with a nearsighted Seth driving the way. Thus, myopic-visioning and narrow-minded regressive approach signifies seth-leadership.

4.4 Strict Check and Balance

Seth-leadership is charged with higher degrees of micromanagement and strict subordinate surveillance. An IT administrator described: There is a built in control freakiness in Seth. Instead of targeting time and energy in things that could contribute towards business success, Seth firmly checks the attendance in and out times of subordinates. Seth dedicates his ample time in checking the locations and vehicle tracking systems in order to have a constant eye on his subordinates. In an event of availing approved vacation, subordinates would be stressed over their destiny and would speak with their colleagues for office updates. Subordinates could likewise receive messages from Seth asking how their vocation is going on; these subconscious messages are aimed to have a consistent check on subordinates. It is not surprising that Seth views his subordinates' traveling history through tracking systems beyond the working hours also. Furthermore, Seth executes keen interest in personally signing the leave application form of all subordinates, from departmental heads to clerical staff, just to keep an eye on everyone in his empire. Checking subordinates browsing history and their CCTV footage is Seth's best hobby. It is literally hard to breathe around

Seth's surroundings. Thus, having strict check and balance on subordinates is an enduring quality of seth-leadership.

4.5 Unpredictable Moods

Seth behaves unpredictably, leaves no pattern to be repeated, each move is unstable or unreliable; Seth makes unreasonable demands, contradicts him, and doll out blame. A project manager shared: Subordinate's entire preparation and system that he/she had been working for a really long time could be lost. It's regular that Seth shows up and wipes all that you have pre-planned and orders that you start again on the undertaking. It is impossible to predict Seth's next move, and one has to be mentally prepared for reinventing the wheel, even again and again. Seth decisions hold an expiry characteristic, the projects ready to be executed are cancelled at the eleventh hour, the distributed letters or approval are declared null and void at any time. Subordinates have to take Seth's approval on petty tasks twice and thrice, as his moods could change at any time.

One is expected to be careful with the Seth's flips and emotional episodes and be watchful to the delicate buttons too that could be subtly pushed. Thus, unpredictable behaviors and moods truly connote seth-leadership.

4.6 Dissatisfaction Ailment

Which performance satisfies Seth is a hidden mystery, what subordinates do is not a performance, and what constitutes a performance is unknown. A HR manager descried: 'A satisfied Seth is just a myth'. Under Seth's leadership one performance is never up to the mark. Subordinates would never get you a gesture of recognition on attaining their objective and taking care of business, what they for the most part get on the back is a kick. Subordinates

continue to appeal to God for a life span of work as they have likewise chosen to make this your gravestone and get on to the following project. Seth regularly reminds his subordinates that they are now overpaid and that Seth can employ three individuals in their compensation budget with superior performance. Performance is actually an unknown mystery in Seth cultured organization. Seth executes his inherent discontentment while judging his subordinate's performance. Subordinates are constantly reminded of their deficiencies and limitations, whereas ways of improving performance and learning opportunities are absent. Thus, Seth holds prejudices and shows his absolute discontentment towards subordinate performance while leading them.

4.7 Humiliation Licensed

Subordinate's humiliation is perceived very normal in Seth's way of leading. A HR Manager shared: While working under Seth leadership, one is riding a wild bull all through his profession, this is a fantastic monster that has been made to rattle one at whatever point one believes that one is in charge. Seth had acquired or really buckled down for his cash, he never has gone to professional intuition and hence could use a subordinate's extravagant MBA degree as bathroom tissue each time the subordinate attempts to sound more brilliant than him. Seth needn't bother with your recommendation except if he looks for it. Seth takes no time in showing his subordinate his/her (worth) place with humiliation and disrespect. Employee's probation periods are deliberately delayed so that Seth holds an upper hand in each interaction or task follow-ups; on the other side employees are bound to accept their humiliation due to extended fear of losing jobs. Employees' salaries are deliberately delayed;

Seth would love his subordinates literally begging for their duly earned salaries for him, he considers such humiliating acts as ego-boosting for him. By delaying salaries or holding benefits, Seth sends subliminal messages to his subordinates that he is running their kitchens. Thus, while leading Seth is licensed to disgrace or disrespect anyone anytime whom he is paying.

4.8 Old is Gold Supremacy

Seniority is an overly celebrated affair in seth-leadership. A project manager described: Seniority is quite overrated under seth-leadership. Seth grants special privileges and authorities to his senior employees. Senior staff is exempt from obeying multiple discipline policies (e.g., office timing, attendance marking, etc.). Old staff extended tenure in the company is overly praised in front of young staff. The orthodox and obsolete work approaches

and methodologies once introduced by older staff are still appraised by Seth. Seth always values the practices of his old staff over the current and market relevant practices or approach which youngster staff suggests or implement. Seth endorses seniority-based promotion instead of merit-based, to better accommodate old employees; hence mediocre but older employees are promoted over young and talented employees. Seth enforces the trapped young professionals to learn from old staff, as Seth perceives the old staff knowledge as superior and unique. It is very common that Seth ignores or forgives the major blunders and even financial or reputational losses which older employees have committed, as every plenty or punishment is enforced for younger staff only under the empire of Seth-leadership. Thus, 'Old is Gold' Supremacy is a widely witnessed trait of Seth-leadership.

Table 1: Findings of the study (first and second order themes)

First order themes	Second order themes
<ul style="list-style-type: none"> • 'Do-As-I-Say' style • Control over all decisions • Self-centeredness • Egocentrism • Totalitarian authority • Hierarchical centralization • Power is surrounded around limited hands • Absence of cooperation • Approval hurdles • Task procrastination • Innovation is barred • Fear of thinking beyond the box • Flag-bearer of orthodoxy • Risk aversion • Value for obsolete methods 	<p>Autocratic Leadership</p> <p>Bottleneck Syndrome</p> <p>Innovation Inhibitors</p>

<ul style="list-style-type: none"> • Narrow-mildness • Short-sighted approach • ‘corporate nearsightedness’ or ‘corporate-myopia’ • Non-proactive approach 	Regressive Vision
<ul style="list-style-type: none"> • Higher degrees of micromanagement • Stringent subordinate surveillance • Control freakiness 	Strict Check and Balance
<ul style="list-style-type: none"> • Irregular moves or flips • leaving no behavioral pattern • Unstable or unreliable actions • Unreasonable working demands • Self-contradiction 	Unpredictable Moods
<ul style="list-style-type: none"> • Keeping ‘what is expected’ as mystery • Inherent discontentment while judging performance • Lack of performance recognition • Focus on subordinate’s deficiencies 	Dissatisfaction Ailment
<ul style="list-style-type: none"> • Degradation charged style • Disgracing subordinate’s opinion • Devaluing professional qualifications • Shattering subordinate self-esteems 	Humiliation Licensed
<ul style="list-style-type: none"> • Over celebrated seniority • Special privileges and authorities for seniors • Seniority-based promotion • Prioritizing seniors’ knowledge and opinions 	Old is Gold Supremacy

5. Discussion

Adding on to Khakwani and Case’s (2012) and Saqib *et al.*’s (2021) findings further, and attaining the outlined research objectives, this study has explored nine characteristics of seth-leadership named as: ‘autocratic-leadership’, ‘bottleneck syndrome’, ‘innovation inhibitors’, ‘regressive vision’, ‘strict check and balance’, ‘unpredictable moods’, ‘dissatisfaction ailment’, ‘humiliation licensed’, and ‘old is gold supremacy’. A quagmire is a perfect metaphor for the Seth-leadership, as quagmire would trap one in, suffocate one down, consequently taking one life. Much similar, an organization with a

prevailing Seth-leadership could trap one; consequently choking out one career before it even begins. The Seth-leadership is apparently a bunch of crude, improper, and amateurish practices generally found in small to medium organizations which are regularly shown to a Seth. Mostly, Seth would be an under-taught rich man with a nearsighted vision and unfortunate business sharpness. He disparages the moral practices and moves the inadequately planned strategies according to his will. Since such pseudo-supervisors typically run more modest organizations, their practices shape a general climate and the eventual fate of those organizations. Consequently,

by working under Seth-leadership in such organizations, employees frequently find their careers wandered, driving them into a ditch. The human resource is the area that likely gets the most impacted because of the absence of corporate methodology. One can observe extremely low degrees of worker fulfillment and labor supply maintenance in the organizations that don't work on corporate models. The proprietors, for this situation, endeavor towards getting the most from the work, resultantly not getting unwaveringly, commitment and dedication consequently. It is very uncommon to see any worker arranging or trying to fabricate a career in one such organization/business. Portability is supported in present day administration rehearses, however this ought not be blended in with vulnerability that the majority of the private-sector workers face, in Pakistan. Employee work-life balance is all in all a unique case with regards to corporate culture in Pakistan, especially in the Seth the executives' style. A large portion of the employees motivating force plans, any place these exist, are financial in nature to extricate greater efficiency and result, by which the workers continue to run a futile way of life. The shortfall of new/inventive thoughts and the Seth approaches slow down business development. In any event, when the business is in fact a corporate substance (e.g., limited company); the top managerial staff frequently comprises family members, subsequently hindering any external methodologies. Such a methodology, Seth, may not zero in on effective administration of assets because of the reserve funds mentality and not going for a money saving advantage. It adversely influences the potential investments in innovative work and proficient utilization of assets. More often than not

the peripheral advantage of sending extra assets is forfeited because of Seth's approach of expenses as opposed to investment. One of the perceptible places in this approach is that more often than not there is no middle line of management in such organizations. It isn't so much as a slanted administration pyramid, hence coming down on top administration to draw in with ground-level issues, which might have been all the more productively overseen through a middle level. Likely, cost saving and choosing not to see the drawn out influence are the explanations behind not having an additional layer of the board. One questions why there are as yet very few takers of the proficient corporate culture in the event that it yields better compared to the customary Seth approach. First and foremost, it very well might be a basic truth of obliviousness. Furthermore, there is a reasonable absence of entrepreneurial venture, in this way less edge for presenting imaginative administration draws near. Thirdly, there is a noticeable shortfall of medium-sized organizations and organizations, which are generally the guides of productive corporate societies. We, in Pakistan, have either extremely enormous corporate houses and groups or little and privately-run company concerns.

6. Conclusion

Like other SMEs, Pakistani construction companies are functioning through a "Seth-leadership" approach, which is a style of corporate culture and management characterized by autocratic-leadership, bottleneck syndrome, innovation inhibitors, regressive vision, strict check and balance, unpredictable moods, dissatisfaction ailment, humiliation licensed, and old is gold supremacy. Together, a quagmire could be a perfect metaphor for the Seth-leadership, results call for concrete real time

reforms and practical implications for the prevailing leadership style and organizational culture in the construction sector to better respond to its growth expectation in coming years. Moreover, research opportunities to further comprehend the conception of Seth-leadership are also highlighted.

6.1 Practical Implications

Based on findings of the study here are some implications to guide leaders in Seth cultured organization:

- Time has changed, as has our age. It is not the Stone Age when you anticipate that individuals should follow you since you had a more significant position. Regardless of whether it is Asia or Western Europe, individuals believe that independence and opportunities should be decided. Decentralization is the best fit for such associations, which would not only expand the work fulfillment of employees but also construct high-trust connections between the business and representatives. Seth needs to change his administrative style and expand his vision to do uniqueness and support in the future. Seth must: (1) encourage a more participative leadership style that involves input from team members, (2) delegate responsibilities and decision-making to empower team members, and (3) foster open communication channels to ensure that everyone's voices are heard.
- To get better than ever, Seth needs to give workers the fundamental space for oddity, which makes them look a little past what is given. In any case, since a Seth organization centers on momentary objectives, the development of a longer run turns into obscure

thought. Moreover, restricted assets explicitly apportioned to everyday tasks do not push the wheel to the point of advancing.

- Seth should understand that the reason for maintaining a business is simply not creating gain; the reason ought to be more broad and significant. The essential goal of a business is to benefit and sustain one of its partners. Seth must foster a culture that encourages experimentation, rewards innovative thinking, and provides resources for implementing ideas. Leaders should actively participate in idea generation and support initiatives that align with the organizational goals. Leaders must challenge themselves to align their vision with the evolving market and technological landscapes.
- Management working under Seth leaders must: (1) encourage leaders to delegate tasks appropriately, empower team members, and develop a culture of trust, and address the fear of loss of control by highlighting the benefits of shared responsibilities, (2) foster a culture that encourages experimentation, rewards innovative thinking, and provide resources for idea implementation, (3) encourage leaders to strike a balance between control and flexibility, and streamline processes where possible and focus on outcomes rather than micromanaging every step, (4) provide training and support for leaders to manage their emotions and practice emotional intelligence, (5) train leaders in recognizing and celebrating achievements, and encourage constructive feedback, and help leaders channel their dissatisfaction into actionable insights for improvement, (6)

establish a zero-tolerance policy for disrespectful behavior, and promote respectful communication and provide training in conflict resolution and effective feedback, and (7) encourage leaders to embrace new technologies and methodologies, showcasing the benefits of staying current.

- There is a need to impart vote-based standards to ventures. Since government authorities and prevailing players in the confidential area both appear to profit from the ongoing business as usual, this will essentially need to include salaried classes working as stabilizers of the power held by their corporate sheets. Ideas of 'change' are consistently characterized by beginning at home, and there is legitimacy to that; however, what should fundamentally go with it is to start at the top.

6.2 Theoretical Contribution

Theoretically, the contribution of this study is notable. Seth-leadership is a truth of Seth cultured organizations, but a least explored idiosyncrasy as well; this study strives to satisfy this knowledge gap in leadership literature and put lights on the insider's perspective of employees within the Seth cultured companies where the phenomenon of seth-leadership was being socially constructed. Research exploring the characteristics of Seth-specific organizational leadership makes significant theoretical contributions in several key areas:

- **Cultural Contextualization of Leadership Theories:** This research helps contextualize and refine existing leadership theories in the context of different cultures. Leadership theories developed in Western cultures might not be universally applicable due to cultural

variations in values, norms, and behaviors. By studying culture-specific leadership, researchers can identify how cultural dimensions like collectivism, power distance, and uncertainty avoidance influence leadership styles and effectiveness.

- **Cross-Cultural Leadership Competencies:** This culture-specific leadership research contributes to the identification of competencies that leaders need to navigate diverse cultural environments successfully.
- **Understanding Followership in Different Cultures:** Research in this area shed light on how different cultural followership expectations and behaviors impact leadership dynamics. This understanding is crucial for tailoring leadership approaches to resonate with diverse groups.
- **Inclusive Leadership Models:** This Seth leadership-specific research contributes to the development of inclusive leadership models that consider and integrate diverse cultural perspectives. This can foster a more inclusive and equitable organizational environment that values and leverages the strengths of different cultures.
- **Cultural Synergy and Conflict Resolution:** Organizations today often operate in global or multicultural settings. Research in culture-specific leadership like this can provide insights into how leaders can harness the strengths of diverse cultures to create synergies while effectively managing conflicts that arise due to cultural differences.
- **Ethical Considerations in Leadership:** Different cultures have distinct ethical values

and standards. Exploring Seth leadership characteristics help uncover ethical challenges and dilemmas that leaders may face in various cultural contexts. This understanding is essential for promoting ethical leadership across diverse environments.

- Impact of Globalization: With the increasing interconnectedness of the world, understanding culture-specific leadership becomes crucial for multinational corporations and organizations with a global presence. Research in this area helps leaders adapt their approaches to effectively lead teams and projects across borders.

In summary, research on culture-specific organizational leadership enriches our understanding of how leadership functions across different cultural contexts. It contributes to the development of more nuanced and effective leadership models, enhances leadership development programs, and facilitates the creation of inclusive and culturally adaptive organizational environments.

6.3 Future Direction

This study captured the perspectives of employees from the Pakistani construction sector, however other sectors/industries may drive some other unique characteristics of seth-leadership, as Saqib et al. (2021) argued that “a ‘seth-like culture’ pervades other sectors in Pakistan and other emerging economies”. As elaborated in knowledge gaps that Seth-leadership is underdressed reach area, here some directions are outlined for forthcoming studies: (1) components of a Seth organizational culture can be explored, (2) seth-leadership can be contrasted/compared with western styles of organizational leadership, (3) scales measuring seth-

leadership can be developed, and (4) the limitations seth-leadership in meeting the challenges of sustainable-development can be explored. Alternatively, the feasibility of seth-leadership must be evaluated in place of environmental-leadership in the suggested business models of green management to attain SGDs (Zaidi & Jamshed, 2021). In addition, Fries et al. (2021) argued “that scholars should assess the likelihood of the adoption of each leadership style/ behavior in family firms compared to non-family firms (p. 13).

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